

# **Diversity and Affirmative Action in Iowa**

**An Annual Review of Affirmative Action  
in the Executive Branch of State Government**

**October 5, 2009**



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**October 5, 2009**

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October 5, 2009

**MEMORANDUM**

**TO:** The Honorable Chester J. Culver  
Governor

The Honorable Patty Judge  
Lt. Governor

Mark Brandsgard  
Chief Clerk of the House

Michael Marshall  
Secretary of the Senate

**FR:** Raymond E. Walton  
Director

**RE: FY 2009 Affirmative Action Report**

In with accordance 19B.5 of the *Code of Iowa*, I am pleased to submit the fiscal year 2009 *Diversity and Affirmative Action in Iowa* report. In this report, we measure progress we have made to balance our workforce in FY 2009, and provide updates on our diversity related plans, initiatives, and program changes for FY 2010.

The Department of Administrative Services (DAS) continues to engage the expertise of the Diversity Council, created under Executive Order Four in October of 2007, to strengthen our programs. An update of the activities and progress of the Diversity Council, DAS, and individual departments in the areas of recruitment, retention, hiring practices, and training are included in this report.

In 2009, and in collaboration with the Iowa Department of Management and Department of Natural Resources, DAS implemented a workforce planning process. DAS then determined that affirmative action would be better served by incorporating it into the overall human resource planning process. As a result, the workforce planning initiative for FY 2010 was modified to include affirmative action and diversity. I believe that this will provide the departments and DAS a more holistic approach to human resource

management, will enhance longer range planning, and will improve efficiency by eliminating the inherent redundancy between workforce planning and diversity.

DAS will continue to monitor workforce composition trends in state government and collaborate with the Diversity Council and the departments to find improved methods to recruit and retain a diverse workforce to serve the citizens of Iowa.

Thank you for your attention to this report and your support of our diversity programs.

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# EXECUTIVE SUMMARY

## OVERVIEW

This report documents the progress of the executive branch of Iowa state government in the areas of diversity and affirmative action in employment. While the State has had an affirmative action program since 1986, the focus is shifting toward a more comprehensive view of diversity in order to create a richer and more welcoming workplace. To that end, Governor Chester J. Culver initiated Executive Order Four (EO4) in October of 2007. The goal of EO4 is to achieve and maintain a diverse workforce in state government. In FY 2009, EO4 remained an important driving force for diversity related issues.

New this year, each department's diversity and affirmative action information contained in this report was also required for the State's workforce planning process. Because of the change in the reporting process, some departments submitted full workforce plans and others submitted the required excerpts from the workforce planning template for diversity and affirmative action. We expect full workforce plans from all departments in FY 2010.

Affirmative Action is a system of measurement (workforce composition) and action (methods and activities designed to balance the workforce composition with the available labor force). For the State of Iowa as an employer, this is measured in three identified protected class categories:

- Females
- Minorities
- Persons with Disabilities

There are other protected classes under the law, such as age and sexual orientation, but the State's affirmative action program was designed to specifically address underutilization of females, minorities, and persons with disabilities.

The State's affirmative action program was designed to eliminate imbalances, or underutilization, in the specific occupational areas and departments where the imbalance reaches a significant statistical threshold. While this remains one focus, the State also desires to increase overall diversity in the workforce. Constant changes in demographics, the growth of multiracial segments of the population, and the lack of current and accurate available labor pool data create new challenges for the affirmative action approach. Therefore, the State monitors both underutilization and the overall composition of the workforce. While underutilization remains in some occupational areas and departments, the overall diversity of minorities in the state workforce continues to gradually increase. In FY 2005, the State employed 977 minorities and at the end of FY 2009, it employed 1,194 minorities, an increase of 217 in four years.

## Executive Summary

A major challenge is hiring and retaining persons with disabilities. A broad range of disabilities, both in type and severity, can affect any individual and job candidates may be reluctant to self report their condition. The State continues to lose persons who have reported having a disability. In addition, it is also difficult to set goals in this area because data is lacking as to what EEO job categories might be underutilized.

### ORGANIZATION OF REPORT

#### Section I.

Section I of this report provides an overview of the composition of the executive branch workforce in the areas discussed above, both statewide and by each agency. This is further broken down by EEO categories which provide a way of standardizing executive branch job classes into groups. These can be used to compare the executive branch with the available labor pool in Iowa.

The following chart shows the overall composition of the state workforce as of the end of FY 2009 compared to end of FY 2008, and compares the state workforce to the available labor force in Iowa:

<b>TOTAL FULL-TIME WORKFORCE</b>						
	June '09	June '08	Net Change	State Government Workforce %		2000 Census Iowa Labor Force*
				June '09	June '08	
Male	10,099	10,043	56	48.36%	48.85%	52.60%
Female	10,783	10,517	266	51.64%	51.15%	47.40%
Non-Minority	19,685	19,379	306	94.27%	94.26%	94.00%
Minority	1,197	1,181	16	5.73%	5.74%	6.03%
African Am	472	466	6	2.26%	2.27%	1.60%
Asian/PI	271	267	4	1.30%	1.30%	1.20%
Ntv Am	130	130	0	0.63%	0.63%	0.40%
Latino	324	318	6	1.55%	1.55%	2.30%
W/Disability	1,150	1,136	14	5.51%	5.53%	11.80%
W/O Disability	17,509	17,192	317	83.85%	83.62%	88.20%
Unk/Disability	2,223	2,232	-9	10.65%	10.86%	Unk
<b>TOTALS</b>	<b>20,882</b>	<b>20,560</b>	<b>322</b>			

Although the State's affirmative action plan does not break minorities into sub-groups, this data is presented for general information.

The State uses census data to establish the available labor force in Iowa. Due to the growth of the various minority populations in Iowa, a projection of the 2000 Census based on this growth suggests that the available labor force in Iowa may be closer to 8.5%. The following chart shows the 2000 Census data projected forward by the rate of population growth:

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Minority Category	2000 Census Iowa Labor Force	Projected Iowa Labor Force 2007
African American	1.60%	2.00%
Asian and Hawaiian Pacific Islander	1.20%	1.50%
Native American	0.40%	0.50%
Latino	2.30%	3.50%
Two or more Races	0.50%	1.00%
<b>Total Minority</b>	<b>6.03%</b>	<b>8.50%</b>

The State is making steady progress in the area of minority hiring, with an increase of 16 in FY 2009 to a total of 5.73% of the workforce. In mid-fiscal year 2009, a partial hiring freeze was implemented in the executive branch of state government. In addition, many departments voluntarily did not fill positions. Despite this, minorities in state government remain above the available labor force for Officials/Administrators and Professionals, and are approaching balance in the Technician category.

Increasing the number of persons with disabilities remains important. According to the 2000 Census, persons with disabilities are 11.8% of the available workforce in Iowa, yet they are at 5.51% of the State's workforce. One initiative for FY 2010 will be to survey the State's workforce to re-evaluate the composition of the workforce for persons with disabilities, and obtain some insight into the issues unique to this group, such as reluctance to report disability status, understanding reasonable accommodations, and perceptions of what constitutes a disability. This information will be used for ongoing planning purposes.

For females, the issues are different, because females are well represented in the overall workforce, at 51.15% compared to 47.4% in the available labor force. However, they chronically lag in specific occupational areas, such as engineering and some areas of management.

Section I also summarizes underutilization data statewide and for each department. When the workforce is out of balance with the available labor force in a job category, this is referred to as underutilization. If the imbalance meets the affirmative action plan's statistical threshold for preferential underutilization, the affected departments must put plans and goals in place to increase the representation of the identified protected classes. Non-preferential underutilization exists when the workforce is out of balance, but not to a level that requires a hiring goal be established. Departments are aware of preferential and non-preferential underutilized job classes through the quarterly underutilization class lists issued by DAS.

### Section II.

Section II of this report summarizes department data, plans, and progress for each individual department.

### ***Department Data***

The information for the department summary charts comes from the *Progress Toward Affirmative Action Goals Fourth Quarter Tracking Report for FY 2009*, and the *Fourth*

## Executive Summary

*Quarter Job Class Underutilization List for FY 2009*, all of which are compiled and available from DAS.

Chart 1 – The first chart for each department, beginning with the Department of Administrative Services on **page 19**, shows FY 2009 Workforce Changes and documents the workforce composition changes from the beginning of FY 2009 through the end of FY 2009.

Data Source – State of Iowa Human Resource Information System (HRIS)

Chart 2 – The second chart for each department shows preferential and non-preferential underutilization, net change, and shows the remaining underutilization for each job category.

Data Source – *Progress Toward Affirmative Action Goals Fourth Quarter Tracking Report* for FY 2009.

Chart 3 – The third chart for each department shows FY 2010 goals for reducing underutilization in targeted job classes. The classifications listed are job classifications in which they anticipate hiring in FY 2010.

Data Source – *Fourth Quarter Job Class Underutilization List for FY 2009* and the *Progress Toward Affirmative Action Goals Fourth Quarter Tracking Report for FY 2009*.

### ***Department Plans and Progress***

#### FY 2009 Qualitative Plan Results Reported by the Department

Each department provided a report of their progress toward fulfilling their FY 2009 Diversity Plan as reported at the beginning of the fiscal year. The amount of detail and content varied according to their size and levels of underutilization. Some departments placed more emphasis on certain areas, such as recruitment, while others demonstrated a focus on internal process and procedure.

#### FY 2010 Diversity and Affirmative Action Plans

Departments also submitted their plans for increasing diversity and reducing underutilization for FY 2010. Again, those plans varied by their level of underutilization, size of the department, and their overall approach to diversity issues.

The individual departments have the responsibility for hiring and their plans must meet their individual business needs.

### **Section III.**

Section III of this report details the plans and accomplishments of the Department of Administrative Services (DAS). DAS has special responsibilities under the Iowa Code

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and Executive Order Four. These responsibilities generally fall into the following categories:

- Job vacancy posting, application intake and evaluation and referral of eligible candidates to the departments
- Hiring practices reviews
- Promote diversity in the executive branch of state government.
- Affirmative action program administration
- Statewide recruitment
- Statewide diversity

Diversity Training has been a major focus for DAS. Impressive progress was made in the delivery of statewide diversity training for all executive branch employees as required by EO4. Since June 2008, over 750 training sessions for all employees have been completed to assure that they have current and consistent diversity information. A total of 86 full-day diversity training sessions for managers and supervisors also have been completed since June of 2008. A summary of all training offered and departmental participation is presented in Section III.

Another major effort mandated by EO4 has been the initiation of hiring practice reviews to assure that each department is using a fair and well-documented hiring process. EO4 required that in February 2008 the departments submit to DAS information about their hiring practices. After reviewing the written materials in September 2008, DAS began meeting with departments to ask questions about their submissions, learn about any creative best practices they may be using, and review information relating to specific vacancies sampled from the DAS applicant tracking system.

Specifically, this hands-on review is being done to clarify how reported procedures are used in practice, and to develop individual action plans for each department. To-date two action plans have been completed and eight other departments are in varying stages of review. Ultimately, the findings of these reviews will be presented to the Diversity Council, and any resulting recommendations of the Diversity Council will be submitted to the Governor. All departments covered by EO4 will be subject to this review process.

### ***Program Plans and Challenges for FY 2010***

Section III also provides DAS initiatives for FY 2010. DAS will:

- Seek alternative labor force data to establish more current and accurate sources of information about the relevant labor force.
- Continue with hiring practice reviews and identify areas of needed improvement for the departments and for DAS to develop resources to assist the departments.

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- Continue to provide and develop new training opportunities for managers, supervisors, and employees to strengthen organizational competency in the areas of hiring and diversity.
- Continue to work with departments to strengthen their recruitment and retention programs.
- Report regularly to departments on their hiring progress and their success in retaining employees.
- Continue to provide support for the Diversity Council and its activities. For a more complete summary of activities relating to EO4 and the Diversity Council, please go to: [http://das.hre.iowa.gov/hre\\_diversity\\_council.html](http://das.hre.iowa.gov/hre_diversity_council.html).

# **SECTION 1**

## **FY 2009 NUMERIC MEASURES , GOALS, AND RESULTS**

### **CHANGES IN THE STATE'S WORKFORCE**

Affirmative Action is based on a comparison between Iowa state government's workforce and the available qualified labor pool in Iowa. The chart on page 8 provides an executive branch overview of the makeup of the state workforce in relation to the available labor pool based on census data from 2000.

This chart also compares specific job categories, known as EEO-4 categories, determined by the Equal Employment Opportunity Commission (EEOC). Public entities report to the EEOC on the following EEO-4 categories:

- Official/Administrator
- Professional
- Technician
- Protective Services
- Administrative Support
- Skilled Craft
- Service/Maintenance

All State of Iowa job titles are placed into one of these categories. We also have used this chart to show the net changes in the State's workforce from the end of FY 2008 to the end of FY 2009.

### **OVERALL RESULTS**

- Females in the State's workforce increased by 306 during FY 2009, and their representation in the workforce changed from 51.15% to 51.64%. This exceeds their representation of 47.40% of the available labor force. However, areas of underutilization continue to exist. Some of the areas include Protective Services and Skilled Craft services positions.
- Minorities in the State's workforce increased by 16 during FY 2009 and their representation in the workforce changed from 5.74% to 5.73%, compared to 6.03% in the available labor force. Overall, minority underutilization exists in the Technician, Protective Service, Skilled Craft and Service Maintenance job categories. We are particularly pleased that minorities in state government remain above the available labor force for Officials/Administrators and Professionals, and are approaching balance in the Technician category.
- Persons with disabilities increased by 14 during FY 2009, going from 5.53% to 5.51% of the State's workforce. Persons with disabilities represent 11.8% of the available labor force, based on the 2000 U.S. Census.

## Section I.

### 2009 Workforce Composition - Net Change From 2008

TOTAL FULL-TIME WORKFORCE						
	June '09	June '08	Net Change	State Government Workforce %		2000 Census Iowa Labor Force*
				June '09	June '08	
Male	10,099	10,043	56	48.36%	48.85%	52.60%
Female	10,783	10,517	266	51.64%	51.15%	47.40%
Non-Minority	19,685	19,379	306	94.27%	94.26%	94.00%
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African Am	472	466	6	2.26%	2.27%	1.60%
Asian/PI	271	267	4	1.30%	1.30%	1.20%
Ntv Am	130	130	0	0.63%	0.63%	0.40%
Latino	324	318	6	1.55%	1.55%	2.30%
W/Disability	1,150	1,136	14	5.51%	5.53%	11.80%
W/O Disability	17509	17,192	317	83.85	83.62%	88.20%
Unk/Disability	2223	2,232	-9	10.65%	10.86%	Unk
<b>TOTALS</b>	<b>20,882</b>	<b>20,560</b>	<b>322</b>			

1. OFFICIAL/ADMINISTRATOR						
	June '09	June '08	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '09	June '08	
Male	981	977	4	52.57%	52.64%	65.30%
Female	885	879	6	47.43%	47.36%	33.60%
Non-Minority	1789	1782	7	95.87%	96.03%	97.30%
Minority	77	74	3	4.13%	3.99%	2.67%
African Am	39	38	1	2.09%	2.05%	0.70%
Asian/PI	17	16	1	0.91%	0.86%	0.60%
Ntv Am	7	6	1	0.38%	0.32%	0.30%
Latino	14	14	0	0.75%	0.75%	0.90%
<b>TOTALS</b>	<b>1866</b>	<b>1856</b>	<b>10</b>			

\*Individual minority groups do not add up to the total minority rate because of rounding and because the "2 or More Races" category was not included.

\*\*TOTALS lines are the total population employed in the category. Persons may be counted in more than one category (a minority female, for example).

## Section I.

### 2009 Workforce Composition - Net Change From 2008 (Cont.)

<b>2. PROFESSIONAL</b>						
	June '09	June '08	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '09	June '08	
Male	2931	2856	75	39.76%	40.24%	41.80%
Female	4441	4242	199	60.24%	59.76%	58.20%
Non-Minority	6864	6622	242	93.11%	93.29%	94.70%
Minority	508	476	32	6.90%	6.71%	5.27%
African Am	192	176	16	2.60%	2.48%	1.30%
Asian/PI	172	152	20	2.33%	2.14%	2.30%
Ntv Am	27	30	-3	0.37%	0.42%	0.20%
Latino	117	118	-1	1.59%	1.66%	1.10%
<b>TOTALS</b>	<b>7372</b>	<b>7098</b>	<b>274</b>			

<b>3. TECHNICIAN</b>						
	June '09	June '08	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '09	June '08	
Male	977	971	6	38.89%	40.27%	36.30%
Female	1535	1440	95	61.11%	59.73%	63.60%
Non-Minority	2374	2301	73	94.51%	95.44%	95.40%
Minority	138	110	28	5.49%	4.56%	4.61%
African Am	40	33	7	1.59%	1.37%	1.40%
Asian/PI	30	27	3	1.19%	1.12%	1.20%
Ntv Am	21	16	5	0.84%	0.66%	0.40%
Latino	47	34	13	1.87%	1.41%	1.20%
<b>TOTALS</b>	<b>2512</b>	<b>2411</b>	<b>101</b>			

<b>4. PROTECTIVE SERVICE</b>						
	June '09	June '08	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '09	June '08	
Male	2596	2667	-71	84.48%	83.14%	83.00%
Female	477	541	-64	15.52%	16.86%	16.90%
Non-Minority	2925	3051	-126	95.18%	95.11%	93.90%
Minority	148	157	-9	4.82%	4.89%	6.12%
African Am	56	62	-6	1.82%	1.93%	2.60%
Asian/PI	14	13	1	0.46%	0.41%	0.50%
Ntv Am	23	25	-2	0.75%	0.78%	0.80%
Latino	55	57	-2	1.79%	1.78%	2.00%
<b>TOTALS</b>	<b>3073</b>	<b>3208</b>	<b>-135</b>			

\*Individual minority groups do not add up to the total minority rate because of rounding and because the "2 or More Races" category was not included.

\*\*TOTALS lines are the total population employed in the category. Persons may be counted in more than one category (a minority female, for example).

## Section I.

### 2009 Workforce Composition - Net Change from 2008 (Cont.)

6. ADMINISTRATIVE SUPPORT						
	June '09	June '08	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '09	June '08	
Male	187	189	-2	8.40%	8.21%	30.10%
Female	2040	2112	-72	91.60%	91.79%	69.90%
Non-Minority	2064	2130	-66	92.68%	92.57%	95.30%
Minority	163	171	-8	7.32%	7.43%	4.73%
African Am	84	87	-3	3.77%	3.78%	1.70%
Asian/PI	20	20	0	0.90%	0.87%	0.90%
Ntv Am	15	18	-3	0.67%	0.78%	0.40%
Latino	44	46	-2	1.98%	2.00%	1.40%

7. SKILLED CRAFT						
	June '09	June '08	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '09	June '08	
Male	1645	1676	-31	96.88%	96.82%	92.50%
Female	53	55	-2	3.12%	3.18%	7.50%
Non-Minority	1585	1667	-82	93.35%	96.30%	95.90%
Minority	60	64	-4	3.53%	3.70%	4.11%
African Am	20	22	-2	1.18%	1.27%	0.90%
Asian/PI	4	4	0	0.24%	0.23%	0.50%
Ntv Am	23	24	-1	1.35%	1.39%	0.60%
Latino	13	14	-1	0.77%	0.81%	1.90%
<b>TOTALS</b>	<b>1698</b>	<b>1731</b>	<b>-33</b>			

8. SERVICE MAINTENANCE						
	June '09	June '08	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '09	June '08	
Male	701	705	-4	33.93%	34.17%	57.00%
Female	1365	1359	6	66.07%	65.84%	43.00%
Non-Minority	1948	1947	1	94.29%	94.33%	90.60%
Minority	118	117	1	5.71%	5.67%	9.43%
African Am	50	45	5	2.42%	2.18%	2.30%
Asian/PI	24	26	-2	1.16%	1.26%	1.60%
Ntv Am	9	10	-1	0.44%	0.48%	0.60%
Latino	35	36	-1	1.69%	1.74%	4.40%
<b>TOTALS</b>	<b>2066</b>	<b>2064</b>	<b>-2</b>			

\*Individual minority groups do not add up to the total minority rate because of rounding and because the "2 or More Races" category was not included.

\*\*TOTALS lines are the total population employed in the category. Persons may be counted in more than one category (a minority female, for example).

## Section I.

### State Executive Branch underutilization change from FY 2008 to FY 2009

The charts beginning on page 13 summarize the changes in total underutilization (preferential and non-preferential combined) from the beginning of FY 2009 to the end of FY 2009 for females, minorities, and persons with disabilities. The fourth chart summarizes the preferential portion of total underutilization at the end of FY 2009.

Chart 1 – Female BOFY 2009 Underutilization, Net Change, and EOFY2009 Underutilization

Chart 2 – Minority BOFY 2009 Underutilization, Net Change, and EOFY2009 Underutilization

Chart 3 – Persons with Disabilities BOFY 2009 Underutilization, Net Change, and EOFY2009 Underutilization

Preferential Underutilization means that underutilization exists and meets the statistical standard necessary to set numerical hiring goals. When vacancies occur in preferentially underutilized job classes, protected class members are identified on the list of eligible candidates sent to the hiring department.

Non-preferential underutilization means that the underutilization does not meet the statistical standard necessary to set numerical hiring goals, but that methods and activities should be used to attract protected classes to apply for vacancies in that category.

The net change column shows the increase (+) or decrease (-) of protected class members. A gain in protected class members will reduce the end of FY 2009 underutilization, while a loss in protected class members will raise the end of FY 2009 underutilization.

Persons with disabilities underutilization is calculated by comparing the percentage of persons with disabilities in the department with a goal of 11.8%, which represents the number of persons with disabilities in the Iowa available labor force. Unlike female and minority underutilization, data is not available by standardized job categories. Departments remain underutilized for persons with disabilities until they reach 11.8% of their workforce.

The end of FY 2009 preferential underutilization data is used by the departments to set hiring goals. This data is used in Section II and appears in Chart 3, broken down by EEO category.

## Section I.

Seven departments have fewer than 25 employees. It is not feasible to calculate underutilization for these departments, and they are absent from the underutilization charts. The seven departments include:

- Commerce – Credit Union Division
- Office of Drug Policy
- Office of Energy Independence
- Ethics and Campaign Disclosure
- Board of Parole
- Public Employee Relations Board
- Treasurer's Office

These departments are included in the department summaries in Section II. They must establish non-numerical methods and activities (qualitative measures) to assure non-discriminatory hiring practices and create a welcoming workplace.

## Section I.

**Chart 1 – Female BOFY 2009 Preferential Underutilization, Net Change, and EOFY2009 Preferential Underutilization**

Department/Division	BOFY09	FY09	EOFY09
	Total UU	Total UU Gains/Losses	Remaining UU
Administrative Services	12	2	10
Agriculture	28	1	27
Auditor	5	-3	8
Blind	0	0	0
Civil Rights	0	0	0
College Student Aid	1	0	1
Commerce-Alcoholic Beverage	2	0	2
Commerce-Banking	9	0	9
Commerce-Insurance	1	0	1
Commerce-Utilities	6	0	6
Corrections	275	-9	284
Cultural Affairs	6	-1	7
Economic Development	0	0	0
Education	22	18	4
Education-IVRS	17	16	1
Aging	0	0	0
Finance Authority	0	0	0
Human Rights	0	0	0
Human Services	125	2	123
Inspections and Appeals	2	1	1
Iowa Communications Network	4	0	4
Iowa Law Enforcement Academy	4	0	4
Iowa Public Employees Retirement System	0	0	0
Justice	1	0	1
Lottery	6	-1	7
Management	5	0	5
Natural Resources	143	1	142
Public Defense	16	-1	17
Public Health	2	-1	3
Public Safety	41	3	38
Public Television	2	-1	3
Revenue	12	-1	13
Secretary of State	1	-1	2
Transportation	65	-15	80
Veterans Home	1	1	0
Workforce Development	9	8	1
<b>TOTALS</b>	<b>823</b>	<b>19</b>	<b>804</b>

## Section I.

**Chart 2 – Minority BOFY 2009 Preferential Underutilization, Net Change, and EOFY2009 Preferential Underutilization**

Department/Division	BOFY09	FY09	EOFY09
	Total UU	Total UU Gains/Losses	Remaining UU
Administrative Services	2	0	2
Agriculture	4	1	3
Auditor	0	0	0
Blind	0	0	0
Civil Rights	0	0	0
College Student Aid	0	0	0
Commerce-Alcoholic Beverage	0	0	0
Commerce-Banking	1	0	1
Commerce-Insurance	0	0	0
Commerce-Utilities	0	0	0
Corrections	47	-2	49
Cultural Affairs	3	0	3
Economic Development	0	0	0
Education	5	0	5
Education-IVRS	4	0	4
Aging	0	0	0
Finance Authority	0	0	0
Human Rights	0	0	0
Human Services	80	4	76
Inspections and Appeals	2	0	2
Iowa Communications Network	0	0	0
Iowa Law Enforcement Academy	0	0	0
Iowa Public Employees Retirement System	0	0	0
Justice	0	0	0
Lottery	0	0	0
Management	0	0	0
Natural Resources	30	0	30
Public Defense	5	2	3
Public Health	3	0	3
Public Safety	15	1	14
Public Television	2	0	2
Revenue	2	0	2
Secretary of State	0	0	0
Transportation	62	-9	71
Veterans Home	3	1	2
Workforce Development	2	0	2
<b>TOTALS</b>	<b>272</b>	<b>-2</b>	<b>274</b>

**Section I.**

**Chart 3 – Persons with Disabilities BOFY 2009 Preferential Underutilization, Net Change, and EOFY2009 Preferential Underutilization**

Department/Division	BOFY09	FY09	EOFY09
	Total UU	Progress	Remaining UU
Administrative Services	5	-4	9
Agriculture	20	-1	21
Auditor	9	2	7
Blind	0	0	0
Civil Rights	0	0	0
College Student Aid	2	2	0
Commerce-Alcoholic Beverage	7	0	7
Commerce-Banking	8	0	8
Commerce-Insurance	5	0	5
Commerce-Utilities	2	-1	3
Corrections	160	-9	169
Cultural Affairs	6	0	6
Economic Development	7	0	7
Education	19	1	18
Education-IVRS	0	0	0
Aging	2	0	2
Finance Authority	4	-2	6
Human Rights	0	0	0
Human Services	393	-6	399
Inspections and Appeals	24	-3	27
Iowa Communications Network	6	0	6
Iowa Law Enforcement Academy	2	0	2
Iowa Public Employees Retirement System	4	0	4
Justice	23	0	23
Lottery	7	2	5
Management	2	-1	3
Natural Resources	71	-1	72
Public Defense	19	-2	21
Public Health	13	-2	15
Public Safety	74	-1	75
Public Television	9	0	9
Revenue	7	-2	9
Secretary of State	4	0	4
Transportation	75	-12	87
Veterans Home	54	2	52
Workforce Development	0	0	0
<b>TOTALS</b>	<b>1043</b>	<b>-38</b>	<b>1081</b>

## **SECTION II.**

### **DEPARTMENTS' FY 2009 PROGRESS AND FY 2010 PLANS**

This section is devoted to reporting each department's progress and goals from the numerical perspective (quantitative), and plans to address underutilization as outlined in their FY 2009 Diversity Plans.

To better navigate the report and to assist with interpreting the tables, note the following abbreviations:

BA	Balanced
BOFY	Beginning of Fiscal Year
D	Disability
EOFY	End of Fiscal Year
F	Female
FY	Fiscal Year
Mn	Minority
NA	Not Applicable
PN	Preferential Underutilization
NP	Non-Preferential Underutilization
T	Total

Values for Persons with Disabilities are reported by department and not by EEO category to protect the identity of the individual.

Each department's charts and plans are organized as follows:

#### **DEPARTMENT DIVERSITY STATEMENT**

Each department's diversity statement is included in the state diversity plan. This statement was taken from each department's Diversity Plan for FY 2009, and was in response to the statement, "Improving diversity will help us advance our long-term strategic objectives and business goals in the following manner:"

#### **FY 2009 WORKFORCE CHANGES**

This section contains the net staffing changes that occurred during fiscal year 2009. It details the composition of each department's workforce by female, minority and disability status at the end of fiscal years 2008 and 2009. The net change is calculated by subtracting the end of FY 2008 workforce counts from FY 2009. The result shows each department's staffing changes by EEO-4 category for female, minority, and persons with disabilities during FY 2009.

## Section II.

### **FY 2009 UNDERUTILIZATION CHANGES AND REMAINING UNDERUTILIZATION**

This section summarizes the remaining underutilization at the beginning of FY 2009, the net change during FY 2009, and the remaining underutilization at the end of FY 2009 for each of the EEO job categories used by the State (Note that EEO category 5 is not used).

In the threshold columns, each EEO category will show a threshold label for females and minorities as one of the following:

- PN Preferential Underutilization
- NP Non-Preferential Underutilization
- BA Balanced
- NA Not Applicable – Job categories within that EEO category do not exist in that particular department.

For persons with disabilities, underutilization is not calculated by EEO category; it is calculated by the total department.

### **FY 2010 HIRING GOALS FOR TARGETED UNDERUTILIZED JOB CLASSES**

This section reflects each department's plan to correct preferential underutilization (PN) based on potential hiring opportunities in FY 2010, and also lists those job classes most likely to present opportunities to hire in FY 2010. When one of the job classes listed on this chart are posted for recruitment, eligible underutilized protected class applicants who have met the minimum qualifications for the job class are identified on the list of eligible candidates that is provided to the hiring department. The hiring department is then aware of the availability (or lack of) underutilized class members eligible for hire.

### **FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT**

This section contains the plans presented for FY 2009 to increase diversity and eliminate underutilization and the results of those plans in one or more of the following categories:

- Hiring Practices
- Recruitment
- Retention
- Training
- General Programs to Promote Diversity

## Section II.

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

This section contains each department's plan for FY 2010. The main topics for the FY 2010 plan include:

- Diversity
- Affirmative Action
- Hiring and Retention

A good deal of variation will be noted in the amount of information submitted from department to department. Departments with little or no underutilization tended to be brief and policy oriented as opposed to action and process oriented. These differences are also a result in the change in format for the Workforce Plan and diversity reporting documents.

## Section II.

### Department of Administrative Services (DAS)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	46	19	0		47	18	0		-1	1	0			
Professional	193	85	17		189	85	14		4	0	3			
Technical	28	24	2		28	23	2		0	1	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	32	25	5		36	29	5		-4	-4	0			
Skilled Craft	41	0	6		36	0	5		5	0	1			
Service/Maint.	72	28	18		72	26	16		0	2	2			
<b>TOTALS</b>	412	181	48	37	408	181	42	41	4	0	6	-4		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			EOFY 2009		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	PN		BA	1		BA	0		BA	1	
2. Professional	PN	NP		12	1		2	0		10	1	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	BA	BA		BA	BA		BA	BA		BA	BA	
8. Service/Maint.	BA	BA		BA	BA		BA	BA		BA	BA	
<b>TOTALS</b>				12	2	5	2	0	-4	10	2	9

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	Executive Officers (1-5), Public Service Executive (1,3,4,5), Information Technology Administrator (1-4)	No	No	Yes	1
2. Professional	Personnel Management Specialist (both levels), Purchasing Agent (1, 3, 4), Construction/Design Engineer (both levels), Budget Analyst 3,	Yes	10	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			10		1

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

By increasing diversity, the Department of Administrative Services (DAS) will benefit from broader perspectives in all areas of operations and customer service to an increasingly diverse internal and external customer base.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### FY 2009 Plan:

DAS will focus on involving managers and supervisors in the recruitment process and to make it a key component of their organizational effectiveness.

Specifically, DAS will:

- Add specific diversity related expectations to performance plans for all hiring managers and supervisors.
- Provide specific diversity training, development, or other opportunities for all employees.
- Discuss diversity related topics at each quarterly manager's and supervisor's meetings.

##### FY 2009 Progress:

- DAS is in the process of establishing diversity related guidelines to be included in performance plans.
- DAS sends notices to all staff informing them of upcoming diversity related events.
- DAS director invited Reverend Ratliff of the NAACP to speak to managers and supervisors at a quarterly managers' and supervisors' meeting.

#### 2. Recruitment

##### FY 2009 Plan:

DAS will use the following recruitment tools:

- BrassRing applicant tracking system
- Print media
- Internet recruitment sources
- DAS Recruitment Coordinator

## **Section II.**

### **FY 2009 Progress:**

DAS utilized a wide variety of media choices for advertising in FY 2009.

### **3. Retention**

#### **FY 2009 Plan:**

- Utilize employee recognition programs.
- Conduct an employee engagement survey each quarter.
- DAS will encourage mentoring.
- DAS employees are encouraged to request accommodations for disabilities.

#### **FY 2009 Progress:**

The following recognition programs were used in FY 2009:

- Nominations were submitted to the Governor's Golden Dome employee recognition program.
- DAS posts exceptional work efforts of employees on the "Wall of Fame"
- Length of Service certificates are issued to all DAS employees.
- Employee engagement survey was completed twice in 2009.

### **4. Training**

#### **FY 2009 Plan:**

- All DAS employees will complete the required diversity training courses for managers and employees as required by Executive Order Four
- DAS will continue to enroll employees in appropriate training courses.

#### **FY 2009 Progress:**

All DAS employees completed the required diversity training courses.

### **5. General Programs to Promote Diversity**

#### **FY 2009 Plan:**

DAS employees will be encouraged to participate in diversity-related organizations and events.

## **Section II.**

### **FY 2009 Progress:**

Human Resource employees have served on the planning committee of the Iowa Mosaic Diversity Conference, which is an annual event designed to educate participants on current diversity issues. In addition, several attended this conference and other community cultural events.

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

On August 28, the Director instructed all managers and supervisors to include diversity as a topic whenever possible and appropriate in discussions and meetings with employees.

Each of the four Enterprise Chief Operating Officers for General Services, Human Resources, Accounting, and Information Technology will be asked to establish diversity performance measures for each direct report to include:

- Diversity communications with employees
- Diversity activities or exercises for their respective reporting unit
- Review of hiring activity for the reporting period and adherence to the affirmative action, hiring, and retention directives.

### **Affirmative Action**

All vacancies will be reviewed for underutilization status by the hiring manager before a vacancy will be posted.

A hiring and recruitment plan will be established for underutilized job classes and reviewed by the appropriate Chief Operating Officer before a vacancy will be posted.

### **Hiring and Retention**

All hiring decisions will be reviewed and approved by each Chief Operating Officer before any job offer will be made. In cases where a protected class candidate is not selected, a justification will be provided.

A new-hire training and retention plan will be established and approved by each Chief Operating Officer.

## Section II.

### Iowa Department on Aging (IDA)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	13	10	1		15	12	1		-2	-2	0			
Professional	16	13	1		17	14	1		-1	-1	0			
Technical	4	3	1		3	3	1		1	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	4	4	0		3	3	0		1	1	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>37</b>	<b>30</b>	<b>3</b>	<b>2</b>	<b>38</b>	<b>32</b>	<b>3</b>	<b>2</b>	<b>-1</b>	<b>-2</b>	<b>0</b>	<b>0</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	BA	BA		BA	BA		BA	BA		BA	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

The Iowa Department on Aging (IDA), formerly Elder Affairs, represents over 560,000 Iowans over the age of 60. Age is a protected class. IDA embraces opportunities to better understand concepts related to discrimination of all types.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

Increase the number of Persons with Disabilities (PWD) by two in order to meet the statewide goal, increase awareness, and implement various best-hiring practices within DAS guidelines and the collective bargaining agreements.

##### **FY 2009 Progress:**

- IDA worked with DAS to obtain the best hiring practices.
- IDA followed applicable rules and regulations.
- IDA sought advice from Iowa Vocational Rehabilitation Services to expand efforts to increase PWDs.
- IDA is balanced with the available labor force in Iowa for females and minorities. IDA has remaining underutilization of two for PWD.

#### 2. Recruitment

##### **FY 2009 Plan:**

Continue activities that will allow IDA to hire two PWD.

##### **FY 2009 Progress:**

- Met with representatives of IVRS to increase vacancy posting resources.
- Included EEO language in all postings.
- Advertised with the Des Moines Register and the DAS website.
- Provided internships through various universities.
- Networked with eight minority groups and organizations.
- Circulated vacancy announcements and referrals through program networks.
- Made contact with the American Association of Retired Persons.

## Section II.

### 3. Retention

#### **FY 2009 Plan:**

Continue to provide IDA staff recognition with limited funding.

#### **FY 2009 Progress:**

- Conducted exit interviews and share findings with the IDA Director and Division Directors.
- Human Resource Associate provides new-hire orientation within the first week of hiring.
- Supervisors review Position Description Questionnaires and job expectations within the first month of a new hire.
- Conducted six-month and annual performance reviews.
- All staff meetings include peer recognition.
- Presented plaques and certificates to employees for length of service.
- Participated in the Golden Dome nominations.
- Participated in the "Experience Works/Green Thumb Aging Network."
- Participated in the Iowa Association of Area Agencies on Aging (i4a).
- Participated in Workforce Planning process.

### 4. Training

#### **FY 2009 Plan:**

Gain knowledge of and participate in different cultural opportunities in the work place and community.

#### **FY 2009 Progress:**

- Conducted on-site diversity training for all staff on 6/8/09.
- All Executive Team members attended a one day diversity training session.
- Distributed diversity materials and magazines to the Executive Team.
- Conducted a one day Aging and Action Forum in 5/09.

## Section II.

### 5. General Programs to Promote Diversity

#### FY 2009 Plan:

Continue to increase knowledge of and participate in more culturally diverse activities in the workplace and community.

#### FY 2009 Progress:

- IDA director chaired the Task Force of Dependent Adults with Mental Retardation.
- Minority Outreach Liaison attends the Diversity Taskforce meetings.
- IDA sent a representative to the Asian Alliance Celebration.
- IDA sent a representative to the Latino Heritage Festival.
- Communicated diversity conferences and events to staff.
- Held a lunch-N-Learn by a student intern on the African country of Sierra Leone.
- Staff a booth and present at the State Fair Older Iowans Day.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

**Diversity** – To increase diversity awareness activities and maintain a balanced workforce. Measure: Recruiting 2 persons with a disability by June 30, 2010 by using various activities and working with DAS.

Item	Plan	Timeframe
a.	All staff take part in the diversity training.	December 2009
b.	Send postings to local universities and colleges and Aging Network.	As needed
c.	Work with the Department of Voc Rehab to increase number of disability applicants.	As needed
d.	Work with DAS to increase scope of available diversity activities.	Jan-Feb 2010

**Affirmative Action** – Increase the number of protected class employees and integrate awareness and strategies in all programmatic activity. Measure: By June 30, 2010, we will have met 100% goal of protected class position filled.

Item	Plan	Timeframe
a.	Review Diversity and Affirmative Report.	When position becomes vacant
b.	Continue working with Vocational Rehabilitation Personnel.	When position becomes vacant
c.	Continue to increase scope of available activities.	On-going

## Section II.

**Hiring and Retention** – Expand network of stakeholders in which to draw candidate and implement non-monetary incentives and conferences and training. Measure: Develop an extensive list of recruiting contacts to broaden our recruiting spectrum.

<b>Item</b>	<b>Plan</b>	<b>Timeframe</b>
<b>a.</b>	Send all job postings to aging network, advocacy network, academic institutions, trade associations and Voc Rehab.	As job postings becomes available
<b>b.</b>	Sponsor Older Iowan Day at State Fair.	Annual-Mid August
<b>c.</b>	Create internships that directly relate to the department goals or match an intern with anticipated future job openings.	As job openings happen

## Section II.

### Agriculture & Land Stewardship

#### FY '09 Workforce Changes

	Workforce				T	Workforce				T	Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	T	T	D		T	F	Mn	D
Official /Admin.	28	7	0			28	7	0			0	0	0	
Professional	118	45	8			118	44	7			0	1	1	
Technical	125	21	0			130	21	0			-5	0	0	
Protective Service	0	0	0			0	0	0			0	0	0	
Admin. Support	110	109	2			113	112	2			-3	-3	0	
Skilled Craft	0	0	0			0	0	0			0	0	0	
Service/Maint.	0	0	0			0	0	0			0	0	0	
<b>TOTALS</b>	<b>381</b>	<b>182</b>	<b>10</b>	<b>22</b>		<b>389</b>	<b>184</b>	<b>9</b>	<b>23</b>		<b>-8</b>	<b>-2</b>	<b>1</b>	<b>-1</b>

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	PN	BA		3	BA		0	BA		3	BA	
2. Professional	PN	NP		11	1		1	1		10	0	
3. Technical	PN	PN		14	2		0	0		14	2	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	PN		BA	1		BA	0		BA	1	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>28</b>	<b>4</b>	<b>20</b>	<b>1</b>	<b>1</b>	<b>-1</b>	<b>27</b>	<b>3</b>	<b>21</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	No likely hiring in FY 2010	Yes	0	No	No
2. Professional	Agriculture Compliance Officer	Yes	2	No	No
3. Technical	Meat Compliance Officer	Yes	4		
3. Technical	No likely hiring in FY 2010			Yes	0
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	No likely hiring in FY 2010	No	No	Yes	0
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>6</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

It is the policy of the Iowa Department of Agriculture and Land Stewardship to have as diverse a workforce as the population of the State of Iowa. The Department wants to ensure that the hiring process is fair and that the Department hires the best workforce possible. These efforts require continuing training to assure that the managers and supervisors understand why a diverse workforce is a priority and what is expected of them.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

Supervisors will fill out a Hiring Decision Justification listing why underutilized candidates were not hired when possible.

##### **FY 2009 Progress:**

This policy remained in effect for FY 2009 for all bureaus.

#### 2. Recruitment

##### **FY 2009 Plan:**

The Affirmative Action Coordinator and Human Resources associate will continue to attend low cost or free seminars on AA/EO and diversity.

Department policy is to post vacancies in as many free or low cost publications as possible to attempt to recruit as wide a variety of applicants as possible.

##### **FY 2009 Progress:**

The Affirmative Action Coordinator and Human Resources associate attended low cost or free seminars on AA/EO and diversity.

No budget was available for any fee for service advertising in FY 2009.

#### 3. Retention

##### **FY 2009 Plan:**

No specific plan has been developed.

## Section II.

### 4. Training

#### **FY 2009 Plan:**

All supervisors and managers will attend the DAS mandatory diversity training.

#### **FY 2009 Progress:**

All supervisors and managers attended diversity training through the DAS Performance and Development Solutions unit.

### 5. General Programs to Promote Diversity

#### **FY 2009 Plan:**

Department-wide meetings will be held with supervisors and managers to review agency goals and stress the importance of diversity in the workplace.

#### **FY 2009 Progress:**

This policy was in effect for FY 2009 and was followed by supervisors.

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

The Department reports that its budget has been under severe pressure. Few hires are likely going to be made in FY 2010. No new diversity or affirmative action initiatives are planned for FY 2010, but the policies described above remain in effect for FY 2010.

## Section II.

### Auditor of State (AOS)

#### FY '09 Workforce Changes

	Workforce				T	Workforce				T	Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	T	T	D		T	F	Mn	D
Official /Admin.	9	4	0			10	5	0			-1	-1	0	
Professional	89	47	2			96	51	2			-7	-4	0	
Technical	1	1	0			1	1	0			0	0	0	
Protective Service	0	0	0			0	0	0			0	0	0	
Admin. Support	3	3	0			3	3	0			0	0	0	
Skilled Craft	0	0	0			0	0	0			0	0	0	
Service/Maint.	0	0	0			0	0	0			0	0	0	
<b>TOTALS</b>	102	55	2	5		110	60	2	3		-8	-5	0	2

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	BA		5	BA		-3	BA		8	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				5	0	9	-3	0	2	8	0	7

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			0		0

Note: EEO category 5 is not used by the State.

## **Section II.**

### **DEPARTMENT DIVERSITY STATEMENT**

The Auditor of State (AOS) did not submit a diversity statement.

### **FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT**

While AOS is not experiencing any preferential underutilization, it has reported a number of initiatives for maintaining a diverse workforce:

- Maintains a contact at Iowa State University (ISU) for minority students in the career office, and posts vacancies on the ISU web site. AOS also attends the “Meet the Firm” night at ISU. AOS plans to expand this program to the University of Northern Iowa, the University of Iowa, and other colleges. AOS recruits at 26 colleges in and around Iowa. AOS will focus on colleges that offer a Bachelor’s or Master’s Degree in accounting.
- Has a mentoring program for beginning level auditors as they develop their skills.
- Reviews exit evaluations to assess reasons for staff separations. There has been no indication that minority separations differ from the reasons provided by other separations.
- Places an emphasis conducting non-discriminatory interviews.

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

AOS plans to continue in FY 2010 with the strategies and practices detailed above.

## Section II.

### Department for the Blind (DOB)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	T	T	D		T	F	Mn	D
Official /Admin.	12	7	2			12	5	2			0	2	0	
Professional	42	28	1			44	30	2			-2	-2	-1	
Technical	2	2	0			2	2	1			0	0	-1	
Protective Service	0	0	0			0	0	0			0	0	0	
Admin. Support	22	19	1			22	19	1			0	0	0	
Skilled Craft	8	0	0			9	0	0			-1	0	0	
Service/Maint.	0	0	0			0	0	0			0	0	0	
<b>TOTALS</b>	<b>86</b>	<b>56</b>	<b>4</b>	<b>23</b>		<b>89</b>	<b>56</b>	<b>6</b>	<b>26</b>		<b>-3</b>	<b>0</b>	<b>-2</b>	<b>-3</b>

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	BA	BA		BA	BA		BA	BA		BA	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	BA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

Improving diversity will advance the Department's goals and objectives by modeling the capabilities of persons who are blind or fit other diversity profiles and reverse public attitudes about the ability of the Department's clients to compete equally with their sighted peers.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

**FY 2009 Plan:** Although DOB has no underutilization for females, minorities, or persons with disabilities, the hiring strategy will be modified to include the distribution of job vacancy announcements to more diverse populations.

**FY 2009 Progress:** The department experienced less hiring activity than normal due to budget restrictions. DOB did utilize the DAS recruitment coordinator, Department of Human Rights, and disability-specific consumer groups when vacancies did occur. Department management also seeks input from hiring managers about the diversity of the applicant pool in order to gain information about recruitment.

#### 2. Recruitment

**FY 2009 Plan:** No specific efforts are needed apart from a general effort to widen recruitment to more diverse populations. Hiring opportunities for FY 2009 may be very limited.

**FY 2009 Progress:** The department was recently successful in recruiting one minority class member and two persons with a disability. All three accepted job offers.

#### 3. Retention

**FY 2009 Plan:** DOB conducts exit interviews. Employee turnover is reported to the members of the Commission for the Blind as a routine part of keeping commissioners informed regarding department operations.

**FY 2009 Progress:** In April 2009, the DOB conducted a new staff orientation seminar for recently hired employees to orient them to the mission, values, and culture of DOB. Feedback from participants has been positive.

#### 4. Training

**FY 2009 Plan:** DOB will encourage employees to avail themselves of training opportunities such as DAS and related certificate programs. DOB will circulate notices of training events. DOB uses grant money when possible. Non-visual

## Section II.

accessibility of technology is an absolute must at DOB for both its employees and its clients.

**FY 2009 Progress:** All department staff participated in diversity training efforts in FY 2009.

### **FY 2010 DEPARTMENT DIVERSITY AND AFFIRMATIVE ACTION PLANS**

DOB is not underutilized for females, minorities, or persons with disabilities. However, the following plans are in place for FY 2010:

- Promote Diversity – All new employees will be scheduled for the DAS diversity training session.
- Monitor Workforce Composition – DOB will monitor the composition of the workforce.

## Section II.

### Iowa Civil Rights Commission (ICRC)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	T	F	Mn		D	T	F	Mn
Official /Admin.	3	1	0			3	1	0			0	0	0	
Professional	23	15	9			21	13	9			2	2	0	
Technical	0	0	0			1	1	0			-1	-1	0	
Protective Service	0	0	0			0	0	0			0	0	0	
Admin. Support	2	2	0			2	2	0			0	0	0	
Skilled Craft	0	0	0			0	0	0			0	0	0	
Service/Maint.	0	0	0			0	0	0			0	0	0	
<b>TOTALS</b>	<b>28</b>	<b>18</b>	<b>9</b>	<b>3</b>		<b>27</b>	<b>17</b>	<b>9</b>	<b>2</b>		<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	NP		BA	0		BA	0		BA	0	
2. Professional	BA	BA		BA	BA		BA	BA		BA	BA	
3. Technical	BA	NP		BA	0		BA	0		BA	0	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	NP		BA	0		BA	0		BA	0	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

The department did not submit a diversity statement.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### FY 2009 Plan:

The Commission has no underutilization. It is committed to affirmative action in Iowa state government. As such, it will continue to recruit proactively. In addition, it will maintain a diverse workforce by stressing factors that support retention, such as valuing diversity and respect for all employees.

- The Commission will make itself visible in protected class communities through advertising and participation in diversity and civil rights events and, as a result, build a strong foundation for recruitment and retention of protected class members.
- Continue to advertise in the Iowa Bystander and English and Spanish-language media.
- Participate at informational booths at cultural events and the Iowa State Fair.
- Continue to collaborate with the City of Des Moines on their annual symposium.

#### FY 2009 Progress:

- In addition to the plan items listed, the head of the ICRC education and outreach unit has developed an extensive e-mail list to interested parties and stakeholder groups.
- ICRC also participates in campus career fairs/career days.
- ICRC has built upon relationships started during internships.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

Internally, ICRC will continue with the recruitment and hiring related plan submitted for FY 2009.

In addition, the ICRC Director is a member of the Diversity Council. This unique relationship will allow the ICRC to contribute to the improvement of statewide executive branch hiring practices and plans for the State of Iowa as an employer as detailed in Executive Order Four. The ICRC Director plans to continue in this role in FY 2010.

## Section II.

### *Iowa College Student Aid Commission (ICSAC)*

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	T	T	D		T	F	Mn	D
Official /Admin.	9	5	0			7	6	0			2	-1	0	
Professional	39	29	2			36	27	1			3	2	1	
Technical	3	3	0			3	3	0			0	0	0	
Protective Service	0	0	0			0	0	0			0	0	0	
Admin. Support	6	6	4			6	4	1			0	2	3	
Skilled Craft	0	0	0			0	0	0			0	0	0	
Service/Maint.	0	0	0			0	0	0			0	0	0	
<b>TOTALS</b>	<b>57</b>	<b>43</b>	<b>6</b>	<b>6</b>		<b>52</b>	<b>40</b>	<b>2</b>	<b>3</b>		<b>5</b>	<b>3</b>	<b>4</b>	<b>3</b>

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	BA		1	BA		0	BA		1	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>

#### FY '10 Hiring Goals for Targeted Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT/POLICY

Among the Commission's 10 long term objectives are five objectives that require a diverse work team. These objectives can be met only if a diverse group of employees work together to ensure that the needs of the Commission's constituents are being met. Diversity is essential given the growing diversity of Iowa's K-12 and postsecondary student population. A diverse workforce consists of individuals of different age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, or disability. The life experiences and viewpoints of a diverse workforce will assist the Commission in understanding the needs of Iowa's students and their families as Iowa's population becomes more diverse.

It is the policy of the Iowa College Student Aid Commission to promote and ensure equal employment opportunity for all persons regardless of race, color, gender, national origin, religion, age, disability, or sexual orientation.

Equal employment opportunity principles and the need for a diverse workforce will govern all aspects of the Iowa College Student Aid Commission's personnel policies, program practices, and operations. All phases of employment, including recruitment, hiring, evaluation, promotion, transfer, assignment, training, benefits, and separation shall be conducted in compliance with equal employment opportunity laws, regulations, and in the spirit of creating a welcoming and diverse workplace.

The result of the Commission's policy was the hiring of 8 highly diverse individuals. The Commission currently has no areas of underutilization on the "Job Class Underutilization List".

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### FY 2009 plans:

- The Commission will work closely with the Iowa Department of Administrative Services to ensure that recruitment efforts are formalized.
- The Commission has a staff member serving on the Statewide Ambassador Program planning committee. The Commission will continue to work with the Committee and volunteer to work when statewide recruiting initiatives are undertaken.
- During FY 2009, the Commission will continue to post all job announcements on the Brass Ring system and rely upon the system to collect applications from eligible candidates. To enhance postings to the Brass Ring, the Commission will place notices in local newspapers for all management and critical staff positions. Managers and key staff members also will be aware of upcoming vacancies and will actively seek out qualified candidates and discuss vacancies with them.

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- The Commission will elicit and recruit a diverse population to work with a federal grant. This grant will assist low-income/underserved students and their families. Staff will be on board on or before January 1, 2009.
- The Commissions will continue diversity training for all staff throughout FY 2009.

### **FY 2009 Progress:**

- The Commission has worked with its assigned DAS Personnel Officer to ensure that recruitment guidelines are properly followed.
- The Commission's staff continues to work with the recruitment committee to ensure that the Commission is aware of statewide recruiting efforts and will participate in recruiting fairs as requested.
- All job announcements are posted on Brass Ring and in newspapers when appropriate. Managers and key staff are always aware of vacancies and participate in recruiting efforts.
- A diverse group was hired to work with our federal grant. However, the Commission was unable to recruit and hire an ethnically diverse group.
- All managers and supervisors have participated in diversity training. All staff is being scheduled for training provided by the DAS.

### **FY 2010 DEPARTMENT DIVERSITY AND AFFIRMATIVE ACTION PLANS**

The Commission will continue with the plans and methods detailed in the FY 2009 plan.

## Section II.

### Commerce/Alcoholic Beverages Division (ABD)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	5	2	0		5	2	0		0	0	0			
Professional	16	7	0		16	7	0		0	0	0			
Technical	2	2	0		2	2	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	8	8	0		8	8	0		0	0	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	28	3	4		30	4	4		-2	-1	0			
<b>TOTALS</b>	<b>59</b>	<b>22</b>	<b>4</b>	<b>0</b>	<b>61</b>	<b>23</b>	<b>4</b>	<b>0</b>	<b>-2</b>	<b>-1</b>	<b>0</b>	<b>0</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	NP	NP		0	0		0	0		0	0	
2. Professional	NP	NP		2	0		0	0		2	0	
3. Technical	BA	NP		BA	0		BA	0		BA	0	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	NP		BA	0		BA	0		BA	0	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	BA	BA		BA	BA		BA	BA		BA	BA	
<b>TOTALS</b>				<b>2</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>7</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	Investigator 3	Yes	1	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>1</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

The Iowa Alcoholic Beverages Division's stated mission is to select the most qualified employees to fill agency vacancies.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### FY 2009 Plans:

- Expand managerial staff assigned or otherwise allocated to the recruitment function to include front-line managers directly responsible for supervising the position in question.
- Centralize the recruitment and selection function within the personnel support section of the organization to ensure compliance with the Governor's Executive Order Four, the State's EEO/AA Policy and other state policies and rules governing the hiring process.

##### FY 2009 Progress:

- The recruitment and selection process was centralized within the Division's Support Bureau.
- Standardization was introduced into the screening, interview and selection process for high turn-over classifications, including Transport Driver and Warehouse Operations Worker.
- The Division collaborated with DAS to access a bank of interview questions designed to measure key competencies and traits for use in the standardized question list utilized in the interview process.
- The skill set derived from the DAS Diversity Training for Managers and line managers was brought into the screening and selection process, increasing buy-in at all levels of management.

#### 2. Recruitment

##### FY 2009 Advertising Plan:

- Expand advertising of vacancies beyond the DAS website. Advertise vacancies in trade publications and local newspapers to reach a wider candidate pool.
- Work with DAS to participate in job fairs targeted towards industrial occupations, the work section in which the Division experiences the most employee turnover. Leverage placement resources available through the community college and higher education networks to recruit qualified candidates for vacancies requiring specific qualifications or training.

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### **FY 2009 Advertising Progress:**

- Advertising included the statewide edition of the Des Moines Register and careerbuilder.com in order to reach a wider and more diverse pool of qualified candidates. The practice has resulted in higher volume and greater diversity in terms of experience and background among qualified candidates.
- The Division collaborated with the DAS Recruitment Coordinator, with limited success, to fill a professional-level position in FY 2009. Moving forward, the Division would like to leverage DAS recruitment resources to target industrial sectors, where the Division experiences the most turn-over.
- The Division collaborated with the community and private college network to post vacancies free of charge on alumni and student placement web sites.

### **FY 2009 Passive Recruitment Plan:**

Enhance the diversity of the applicant pool to recruit active and passive candidates (those not actively seeking employment) by expanding recruiting efforts into print and electronic media.

### **FY 2009 Passive Recruitment Progress:**

Recruitment efforts have been expanded into print and electronic media, increasing the diversity and volume of the qualified applicant pool for vacant positions.

### **FY 2009 Temporary Employment Recruitment Plan:**

The Division will leverage resources available via temporary employment services to identify potential candidates for permanent vacancies.

### **FY 2009 Temporary Employment Recruitment Progress:**

Temporary employment services are typically utilized to fill a temporary vacancy or to augment staff during peak volume season. However, in FY 2009, the Division hired several temporary employees for permanent positions when the temporary employee exhibited outstanding work performance and a permanent position was vacated during or soon after the temporary employee's tenure with the Division.

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### 3. Retention

#### **FY 2009 Plan:**

Identify the job classes that present the greatest retention challenge and identify turnover factors.

#### **FY 2009 Progress:**

- Overall, the Iowa Alcoholic Beverages Division experiences very low turnover, with average employee tenure of 15.5 years. However, vacancies in the Transport Driver and Warehouse Operations Worker classifications turnover at a rate of approximately 1 – 2 per year, a rate comparable with the industry standard but rather high compared to the Division's average.
- As a result, the Division's new employee orientation process has been expanded to include on-boarding elements such as more dialogue with supervisors during the probationary period, on-going interpersonal communication/conflict resolution training offered both internally and through DAS, and mentoring with designated trainers.
- Time will tell whether the new process impacts employee turnover. However, the enhanced on-boarding effort appears to have improved employee performance and satisfaction as gathered through the annual performance evaluation period.

### 4. Training

#### **FY 2009 Plan:**

Ensure that all Division employees receive the appropriate diversity training as mandated by the Governor's Executive Order Number Four.

#### **FY 2009 Progress:**

To date, all managers and supervisors have received the Diversity Training for Managers and Supervisors offered in FY 2009 by DAS. Employees are scheduled to attend DAS-provisioned diversity training in August and September of 2009 (FY 2010).

## **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

### **FY '10 Hiring Goal for Persons with Disabilities**

Due to the physical requirements included in the essential functions of approximately 30 of the 60 full-time positions, combined with the average 15.5 year employee tenure, improving underutilization of persons with disabilities is quite difficult. As a result, the FY 2010 Goal will be to work with DAS to enhance

## Section II.

recruitment efforts associated with future vacancies not limited by physical requirements of the essential functions of the position.

### Programs Supporting General Diversity

Item	Activity	Desired Outcome
a.	Continue to comply with diversity training mandates promulgated by the Governor's Office for managers and supervisors.	Ensure that managers and supervisors receive annual diversity training.
b.	Continue to comply with diversity training mandates promulgated by the Governor's Office for non-managers and non-supervisory positions.	Ensure that new hires receive appropriate diversity training within the first three months of permanent state employment.

### Affirmative Action

Item	Activity	Desired Outcome
a.	In the event that an Investigator 3 vacancy is filled, work with DAS to target recruitment efforts towards the underutilized population.	On-going
b.	Work with DAS to expand recruitment efforts to persons with disabilities for those positions not limited by physical requirements included in the essential functions of the position.	Given the relatively long tenure of current workforce, the aforementioned goal and strategy will be on-going in nature.

### Hiring and Retention

Item	Activity	Desired Outcome
a.	Where underutilization exists, work with DAS to target recruitment efforts towards the underutilized population.	On-going
c.	Enhance communication between direct supervisors and employees within the targeted classifications, focusing on employees in the first 6 months of state employment.	On-going
d.	Training on key job competencies for new hires and incumbents with needs are identified.	On-going
e.	Expand and institutionalize mentoring process for new hires.	January 1, 2010

## Section II.

### Commerce/Banking (Including Professional Licensure)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	16	8	1		17	8	1		-1	0	0			
Professional	60	23	1		60	23	1		0	0	0			
Technical	3	1	1		1	1	0		2	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	4	4	0		8	4	2		-4	0	-2			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>83</b>	<b>36</b>	<b>3</b>	<b>0</b>	<b>86</b>	<b>36</b>	<b>4</b>	<b>0</b>	<b>-3</b>	<b>0</b>	<b>-1</b>	<b>0</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	NP	BA		2	0		1	0		1	0	
2. Professional	PN	NP		7	1		-1	0		8	1	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>9</b>	<b>1</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>1</b>	<b>8</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	Bank Examiner	Yes	1	Yes	2
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>1</b>		<b>2</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

DOB's efforts to grow a more diverse work force will enhance our ability to serve a citizenry that is changing in composition. Different perspectives add richness to our ability to communicate, problem solve and regulate equitably according to the intent and spirit of our mission.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

**FY 2009 Plan:** DOB will:

- Continue to seek female protected class applicants.
- Continue to advertise through its website, which includes a presentation about the division, information regarding career opportunities as a Bank Examiner and the responsibilities and qualifications for this job class.
- IDOB will seek to balance the four regions within the state as to female and male labor force availability.
- Continue to encourage current employees to make recommendations for future candidates for the IDOB.

**FY 2009 Progress:**

- Lack of turnover in both the Professional Licensing and Bank Bureaus make hiring practice goals difficult to quantify as an annual goal. When openings occur it is our intent to seek the most qualified individual and conduct our search in such a way that all candidates will be welcome.
- Professional Licensing utilized the Brass Ring system for candidates while the Bank Bureau utilized a newspaper of general circulation in the metro area to recruit candidates.
- Candidates are selected and interviewed based on qualifications and skills with interviews conducted by members of Senior Management with input from others in the work team.

#### 2. Recruitment

The hiring of minorities and other protected classes has historically been a challenge for the Banking Division. The anti-discrimination practices in place ensure interviews and hiring practices are based solely upon qualification. Diversity in the workplace is important to the Iowa DOB and recruitment efforts will be enhanced to assure DAS and DOM that applications are welcome from all individuals who make up Iowa's population.

## Section II.

Minority candidates historically have been reluctant to accept employment opportunities based in rural communities, instead they were interested only in the metropolitan area of Des Moines, where very little turnover is experienced.

Given our average current tenure of 17+ years as a whole, it is unlikely with the current economy and hiring restrictions there will be many openings this fiscal year.

### **FY 2009 Plan:**

Improve the recruitment process.

### **FY 2009 Progress:**

- Bank Bureau staff attended recruiting fairs during the fiscal year even though we were not currently hiring. We continue to receive unsolicited applications via our website by those that are acquainted with our work and reputation. Those applications and resumes are acknowledged and kept on file for possible future contact.
- There was only one position filled in FY 09 in the Bank Bureau. This position was vacated when a female was promoted following the retirement of another female clerical employee. Recruitment was done via a newspaper of general circulation resulting in approximately 600 resumes being submitted for the one position. All qualifying candidates interviewed were female with none listing any disabilities requiring any special accommodations.
- The Professional Licensing Bureau made only one hire in fiscal year 2009. The Bureau utilizes Brass Ring for all of its hiring needs. For this particular Executive Officer position, there were a total of 78 qualified candidates identified by DAS. After a review by two senior management members of all 78 resumes, seven candidates were interviewed. Both reviewers used the same list of desired criteria for their selections. Of these seven candidates, two were male and five were female. A female candidate was hired. The Professional Licensing Bureau currently consists of eleven females and two males.

### **3. Retention**

#### **FY 2009 Plans:**

- Continue to conduct bi-annual pay study and update pay schedules to reflect results of pay study.
- Emphasize non-salary benefits, i.e. health insurance, flexible work schedules.

## Section II.

### **FY 2009 Progress:**

- The latest pay study was completed and reviewed but has not yet been implemented by DAS. The target date of July 1, 2009 has come and gone with no action being taken. Once the pay study is implemented the pay schedule will be updated as necessary.
- All Bureaus have offered and implemented flexible work schedules for employees in central offices. The work teams were surveyed and came to a unanimous decision regarding types and hours of flexibility, with implementation taking place during fiscal year 2009. Feedback has been positive and work teams have made adjustments to cover vacations and other absences when necessary.
- Annually, a schedule salary and benefits is provided to each employee showing the state share of all benefits. This too has been well received and we believe it has contributed to our lack of turnover in recent years. Positions vacated in the Bank Bureau in both FY 2008 and 2009 were due to employee retirements as opposed to other types of voluntary resignations.

### **4. Training**

#### **FY 2009 Plan:**

DAS Diversity Training plans in support of Executive Order Four will be completed.

#### **FY 2009 Progress:**

All but six employees attended Diversity Training as directed by Executive Order Four by June 30, 2009. All six employees are enrolled in subsequent sessions and will have the required training completed by August 31, 2009.

### **5. General Programs to Support Diversity**

#### **FY 2009 Plan:**

On-going diversity exercises will be scheduled.

#### **FY 2009 Progress:**

We have developed a plan for monthly training exercises to be completed going forward beginning in September, 2009, once all employees have completed the initial training session.

## Section II.

### Affirmative Action

Item	Activity	Timeframe
a.	Increase job search ranges.	Ongoing
b.	Seek assistance of AA Coordinator.	

### Hiring and Retention

Item	Activity	Timeframe
a.	Conduct pay study.	Every 2 years
b.	Update pay schedules.	Every 2 years
c.	Implement pay study.	Every 2 years
d.	Include info on benefit costs in promotional literature.	June 30, 2010

### Development

Item	Activity	Timeframe
a.	Identify career goal.	July 1, 2010
b.	Identify training needs.	Yearly
c.	Schedule career training.	Yearly
d.	Complete identified career training.	Yearly
e.	Discuss career goals.	Yearly @ Review

## Section II.

### Commerce/Credit Union Division (IDCU)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	3	2	0		4	2	0		-1	0	0			
Professional	10	3	0		12	4	0		-2	-1	0			
Technical	0	0	0		0	0	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	1	1	0		1	1	0		0	0	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>14</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>17</b>	<b>7</b>	<b>0</b>	<b>1</b>	<b>-3</b>	<b>-1</b>	<b>0</b>	<b>0</b>		

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	NA	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

#### FY 2009 UNDERUTILIZATION

Departments with 25 or fewer employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

#### DEPARTMENT DIVERSITY STATEMENT

IDCU did not submit a diversity statement.

#### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

##### 1. Hiring Practices

###### FY 2009 Plan:

- Work with DAS to recruit and hire above the minimum of the pay grade.

## Section II.

- Work with DAS to gain more control in positions and promotions.

### **FY 2009 Progress:**

- Due to the hiring freeze the Division has not been actively recruiting or hiring.
- The Division is currently working with our personnel officer in a position audit.

## **2. Recruitment**

### **FY 2009 Plan:**

- IDCU plans to hire eligible minority or disabled persons and to contact universities to ensure diverse candidates are aware of job openings.
- Contact Department of Vocational Rehabilitation and the Department for the Blind to target persons with disabilities.

### **FY 2009 Progress:**

- Due to the hiring freeze the Division has not actively been recruiting.

## **3. Retention**

### **FY 2009 Plan**

Continue with salary comparisons to federal levels.

### **FY 2009 Progress**

Since a career path was implemented that allows for all examiners to be promoted into a senior position there is very little turnover. Administrative staff has not had turnover in over five years.

## **4. Training**

### **FY 2009 Plan**

Continue to train examiners in two areas of expertise.

### **FY 2009 Progress**

- The majority of examiners receive training through the National Credit Union Administration. However due to the state budget there is a freeze on out-of-state travel.

## **Section II.**

- Senior examiners mentor new examiners and all examiners cross train.

### **5. General Programs to Promote Diversity**

#### **FY 2009 Plan**

All staff will attend the state Diversity Training.

#### **FY 2009 Progress**

All employees have completed the Diversity Training course or they are scheduled to attend.

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

No new plans or changes for FY 2010 were submitted.

## Section II.

### Commerce/Insurance (IID)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	23	11	2		19	9	1		4	2	1			
Professional	59	35	7		58	35	6		1	0	1			
Technical	0	0	0		0	0	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	13	12	2		15	14	2		-2	-2	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>95</b>	<b>58</b>	<b>11</b>	<b>4</b>	<b>92</b>	<b>58</b>	<b>9</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	BA		1	BA		0	BA		1	BA	
3. Technical	NA	NA		NA	NA		NA	NA		NA	NA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>1</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>5</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	Accountant Auditor 1, Field Auditor, Compliance Officer 2	Yes	1	No	0
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>1</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

Diversity will assist the Division in its efforts to protect consumers by effectively and efficiently providing a fair, flexible and positive regulatory environment; foster internal communications among employees; coordinate and streamline state and regulatory processes; develop dynamic responses to ever changing regulatory environment.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

Follow DAS guidelines and procedures. IID has no separate Division Policy.

##### **FY 2009 Progress:**

The IID followed DAS guidelines in FY 2009.

#### 2. Recruitment

##### **FY 2009 Plan:**

- Ensure a diverse pool of candidates, both internal and external, possessing the necessary competency, skills and experience to fill any vacancy.
- Collaborate with Department of Vocational Rehabilitation (IDRV) and Department of the Blind (DOB) to recruit persons with disabilities.
- Participate in a state sponsored career fair.

##### **FY 2009 Progress:**

- Of the vacancies available during the fiscal year, a number of qualified and diverse individuals were interviewed. Of the eight actual hires during the fiscal year, three included minorities.
- This has not yet been accomplished. IID has not begun collaborating with the Department of Vocational Rehabilitation or the Department for the Blind.
- This has not yet been accomplished. IID has not participated in a career fair.

## Section II.

### 3. Retention

#### **FY 2009 Plan:**

Training and educational opportunities will be provided to support business needs, employee competencies, and to enhance promotional potential. The following strategies will be used:

- Encourage professional designations where available and appropriate.
- Invite speakers from the industry to address staff.
- Provide professional training where available and appropriate.
- Hold in-house training sessions.
- Assign mentors to new staff to assist with introductions and basic information about the office.
- Recognize staff achievements and milestones at quarterly all-division staff meetings and as events occur throughout the year.

#### **FY 2009 Progress:**

- Staff is engaged in completion of various professional designations with the support of management.
- One invited speaker session was held during the fiscal year.
- Staff attended various educational sessions throughout the fiscal year.
- Four in-house training sessions were held during the fiscal year.
- A mentoring program has not yet been initiated.
- Staff achievements and milestones were recognized throughout the fiscal year at all-division meetings and through electronic communications.

### 4. Training

#### **FY 2009 Plan:**

- Managers will attend day-long diversity training.
- Information about diversity-related topics will be provided in FY 2009.
- Staff will attend training when it becomes available.

#### **FY 2009 Progress:**

- All managers completed the day long DAS diversity training.

## Section II.

- Diversity related topics were presented in FY 2009 at quarterly all-staff meetings.
- Staff completed the required DAS diversity training in March and April of FY 2009.

### 5. General Programs to Promote Diversity

#### FY 2009 Plan:

- Maintain annual face-to-face sessions with employees that would alert management to any issues.
- Review recruitment procedures to locate suitable industry outreach resources.
- Collaborate with IDVR and DOB.

#### FY 2009 Progress:

- Face-to-face sessions with employees were ongoing in FY 2009.
- Review of recruitment procedures has not yet been completed.
- IID has not yet collaborated with IDVR and IDOB.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

#### Diversity

Item	Activity	Targeted Completion Date
a.	Annual review of state benchmarks.	1/31/10

#### Affirmative Action

Item	Activity	Targeted Completion Date
1.	Contact DAS for an AA/EEO Specialist to address hiring managers.	1/31/10
2.	Personnel Assistant will remind hiring managers of AA/EEO opportunities when positions are opened for hire.	1/31/10
3.	Collaborate with IDVR and DOB.	1/31/10

#### Hiring and Retention

Item	Activity	Targeted Completion Date
1.	Increase pay levels for exam staff via statutory change.	Spring 2010
2.	Update/Upgrade examiner series job duties and pay schedule.	As soon as possible.

## Section II.

### Commerce/Utilities Division (IUB)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	13	5	0		13	5	0		0	0	0			
Professional	48	19	4		49	19	5		-1	0	-1			
Technical	1	1	0		1	1	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	7	7	1		8	8	2		-1	-1	-1			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>69</b>	<b>32</b>	<b>5</b>	<b>3</b>	<b>71</b>	<b>33</b>	<b>7</b>	<b>4</b>	<b>-2</b>	<b>-1</b>	<b>-2</b>	<b>-1</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	PN	BA		6	BA		0	BA		6	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>6</b>	<b>0</b>	<b>3</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	Senior Utility Analyst; Utility Specialist; Utilities Regulation Inspector	Yes	1	No	0
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>1</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

A variety of skill sets, backgrounds, expertise, and viewpoints has and will continue to provide IUB with the breadth and depth of advice relied on by the Board members to make full and fair decisions. As IUB continues to develop staff to multi-task and provide backup of essential functions, ensuring that the competency, accountability, and the professionalism of the agency is carried on when tenured staff leave, a diverse workforce will be an asset.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

IUB planned to fill three or four positions throughout the agency in FY 2009.

##### **FY 2009 Progress:**

IUB filled two vacant utilities regulation inspector positions in FY 2009. One of these vacancies was a carryover from FY 2008. There were no female applicants on the list of candidates. In more than twenty years of interviewing for inspectors, we have interviewed one female candidate for a utilities regulation inspector vacancy. The field is predominantly male.

#### 2. Recruitment

##### **FY 2009 Plan:**

Implement a phased-in pay grade increase for the utilities regulation inspector position. Work with NARUC sub-committee of Executive Directors on a recruitment and retention tool.

##### **FY 2009 Progress:**

- IUB, with assistance from DAS, conducted a salary study for the utilities regulation inspector position. IUB wanted to phase in the increase as it was three pay grades. We did not receive DAS approval for a phase-in plan and AFSCME (union) did not review the utilities regulation inspector position. No changes in pay grade were achieved.
- IUB Executive Secretary continues work with the Executive Directors from other state regulatory agencies in compiling a best practices idea sharing resource.
- Four employees left the Iowa Utilities Board in FY 2009. Three retired and one went to another state agency. We lost one female, two minorities, and one person with disabilities. We focused recruiting for an Accounting Tech at the American Institute of Business and Des Moines Area

## Section II.

Community College. While we had a quality list of applicants for the Accounting Tech position, the Department of Management did not give approval to fill the position. Only one of the four positions – a Utilities Regulation Inspector – has been filled.

- We cannot increase our percentage of females or minorities if positions remain vacant.

### 3. Retention

#### **FY 2009 Plan:**

The Utilities Regulation Inspector is the most challenging job class to retain.

#### **FY 2009 Progress:**

At the end of FY 2009, all six Utilities Regulation Inspector positions were filled.

### 4. Training

#### **FY 2009 Plan:**

All managers attend required DAS diversity training.

#### **FY 2009 Progress:**

The entire IUB management team has taken the managerial level of diversity training. Ninety-seven percent of IUB staff has participated in the diversity training session offered by DAS. We have not yet begun working through the lessons provided in the managerial diversity training.

### 5. General Programs to Promote Diversity

#### **FY 2009 Plan:**

IUB exceeds the state average for minority workforce composition percentage. IUB will maintain diverse compositions of background, experiences, ethnicities, and knowledge in our staff.

#### **FY 2009 Progress:**

IUB continues to hold extra activities in which the entire agency may participate. The focus of these activities is to work together toward a common goal, e.g. – helping others with food and toy donations for those less fortunate. These large group activities allow for more staff to interact with one another than in a typical daily work setting.

## Section II.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

#### Diversity

Item	Activity	Outcome/Timeframe
a.	All hiring managers attend Diversity Training.	12/31/2008
b.	Attend job fairs when able and deemed appropriate. Send information about IUB when DAS or other state agencies attend a booth at a job fair.	Get IUB information to the potential workforce stream twice each fiscal year.
c.	Target advertising for job openings to reach a more diversified applicant pool. In addition to Brass Ring and IUB Web site, utilize advertising Web sites such as Careerbuilders.com.	Every time we have an opening.

#### Affirmative Action

Item	Plan	Outcome/Timeframe
a.	In order to hire, apply for American Recovery and Reinvestment Act (ARRA) funding targeted for state regulatory commissions.	8-31-09
b.	Secure ARRA funding.	12-31-09
c.	Target recruitment search as broadly as possible, with the understanding that all states may be competing for individuals with the desired skill sets.	Early calendar year 2010
d.	Hire best available candidates.	Early calendar year 2010

#### Hiring and Retention

Item	Plan	Outcome/Timeframe
a.	Identify target engineering schools and obtain contact information from their recruiting office.	June 2009 and update every time we hire engineers or every other year, whichever comes first.
b.	Identify industry and trade organizations and publications that will target regulatory inspector candidates.	June 2009 and update every other year.
c.	Attend job fairs when able and deemed appropriate. Send information about IUB when DAS staffs a booth at a job fair.	Get IUB information into the potential workforce stream twice each fiscal year.
d.	Increase public awareness of IUB and its function.	Ongoing, with press releases on utility subjects of general interest at least quarterly.
e.	Promote a healthy, energy efficient office environment.	October 2010

## Section II.

### Department of Corrections (DOC)

#### FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	249	114	17		254	108	12		-5	6	5			
Professional	515	310	47		486	281	33		29	29	14			
Technical	71	49	6		60	47	5		11	2	1			
Protective Service	1924	383	122		1864	342	101		60	41	21			
Admin. Support	167	141	6		199	174	11		-32	-33	-5			
Skilled Craft	179	9	5		174	0	4		5	9	1			
Service/Maint.	47	18	2		42	17	0		5	1	2			
<b>TOTALS</b>	<b>3152</b>	<b>1024</b>	<b>205</b>	<b>143</b>	<b>3079</b>	<b>969</b>	<b>166</b>	<b>152</b>	<b>73</b>	<b>55</b>	<b>39</b>	<b>-9</b>		

#### FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	NP		14	2		8	0		3	1				
Professional	PN	NP		70	3		37	0		12	2				
Technical	PN	BA		2	BA		2	BA		0	BA				
Protective Service	PN	PN		197	45		32	12		0	-1				
Admin. Support	NP	NP		2	3		0	0		0	0				
Skilled Craft	PN	PN		6	4		1	1		1	-1				
Service/Maint.	BA	PN		BA	3		BA	1		BA	0				
<b>TOTALS</b>				<b>291</b>	<b>60</b>	<b>151</b>	<b>80</b>	<b>14</b>	<b>35</b>	<b>19</b>	<b>1</b>	<b>-11</b>			

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	Yes	0
2. Professional	Correctional Counselor Activities Specialist	Yes	2		
2. Professional	None			Yes	
3. Technical	None	No	No	No	No
4. Protective Service	Correctional Series	Yes	4		
4. Protective Service	Correctional Series			Yes	2
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>6</b>		<b>2</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

DOC did not submit a diversity statement.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

Revise Department's policy on Employee Selection (AD-PR 05) to establish consistent procedures for the selection of department employees per Executive Order Four.

##### **FY 2009 Progress:**

The revised policy was issued August 2008.

#### 2. Recruitment

##### **FY 2009 Plan:**

Increase the diversity composition of our staff to better reflect the demographics of the offenders we have under correctional supervision.

##### **FY 2009 Progress:**

DOC needed to develop, and has developed:

- ***A consistent recruitment brochure.*** Each of the nine prisons around Iowa was sporadically attending job fairs with no consistent theme or brochure.
- ***A job applicant contact card for use at job fairs.*** We needed to realize the DOC might not have a job opening when attending a job fair. A contact card was developed, so that we could enter potential job candidate information into a statewide database that all prisons could utilize when a job vacancy occurs. The contact card is voluntary for job applicants to complete.
- ***The statewide database was developed by DOC IT staff.*** Whenever our staff attend a job fair, they are responsible for coming back and entering the contact card information into the database. The database has searchable fields. For example, if we have an opening for a nurse, the database can be searched for only those candidates with an interest in the medical field.
- ***A recruitment video which provides an overview of all nine prisons and various staff performing their jobs.*** We wanted to dispel the myth that we only employ Correctional Officers – we also employ accountants,

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doctors, electricians, food service workers, psychologists, etc. The video will be shown at job fairs and speaking engagements, and on the DOC webpage.

- ***DOC has completed the process of getting all job vacancies posted on our Website in addition to the jobs being listed on the DAS website.***
- ***Purchased recruitment display material for use at job fairs for a consistent presentation by all institutions.*** The backdrop is picture of current DOC staff. Selling points such as loan forgiveness on Perkins Loans for Correctional Officers, loan forgiveness for Nurses in Iowa and federal loan forgiveness for working at a public agency are being included in our recruitment brochure and the DOC Webpage.
- ***Compiled listings of all job fairs/college visits with a high proportion of minority enrollment to further impact targeted recruiting.*** This list will be shared with the Director, Executive Staff and Wardens, so the DOC has a consistent recruiting plan and everyone knows where we will be attending and which staff will be in attendance. Prior to this, there was no centralized coordination of where institutions were going to recruit.
- ***Institutional EEO/AA committee members will be attending job fairs/college visits to show that we employ persons of color and to give prospective job applicants an opportunity to personally visit with an employee of color.***
- ***DOC policy has been amended to require that institutional EEO/AA committees be comprised of all job classes.*** Prior to this, DOC had a shortage of some job classes and this impacted our ability to send them to specialized job fairs such as medical career job fairs. Statewide DOC EEO/AA committee members have met with many diverse advocacy groups and individuals in order to collaborate and expand our recruitment outreach. Often, these contacts will distribute job vacancy announcements to their contacts, increasing DOC exposure. In other cases these contacts have provided educational or technical assistance. These contacts include:
  - Department of Human Rights, various divisions
  - Iowa Vocational Rehabilitation Services
  - Department of Administrative Services affirmative action and recruitment contacts
  - Department for the Blind
  - Senator Tom Harkin's office (to obtain clarification of student loan forgiveness law)
- ***The DOC launched a paid and unpaid internship program in May 2008 in order to heighten our visibility as a career of choice at the job fairs.*** Internships are offered in all areas of the institutions and Central

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office except for security positions. The internship program information and application process is online on the DOC Website.

- ***The following job fairs were attended by DOC representatives during FY 2009:***

Ankeny High School, Iowa	Minnesota State University
Boone High School, Iowa	Missouri Baptist University, Missouri
Briar Cliff and Morningside College, Iowa	Missouri State University
Buena Vista College, Iowa	Moberly Area Community College, Missouri
Carl Sandburg College, Illinois	North Central Missouri College, Missouri
Central Community College, Nebraska	Northeast Community College, Nebraska
Central Methodist College, Missouri	Saint Cloud State University, Minnesota
Central Missouri State University	Simpson College, Iowa
Chicago Federal Executive Board, Illinois	Southeast Missouri State University
Chicago State University, Illinois	Southwestern Community College, Iowa
College of Du Page, Illinois	St. Cloud State University, Minnesota
College of St. Catherine, Minnesota	Truman State University, Missouri
Danville Area Community College, Illinois	Truman State University, Missouri
Dentist Conference, Burlington Iowa	UNI Fall Career Fair, Iowa
DePaul University, Illinois	Uni. Of Missouri St. Louis
Drake University, Des Moines	University of Illinois
Emporia State University, Kansas	University of Wisconsin
Ft. Hays State University, Kansas	University of Illinois at Chicago, Illinois
Governors State University, Illinois	University of Illinois, Springfield
Harper College, Illinois	University of Iowa
Illinois Valley Community College	University of Minnesota
Iowa Central Community College	University of Nebraska
Iowa State University	University of Wisconsin
Iowa Valley Continuing Ed., Iowa	Wartburg College, Iowa
Iowa Workforce Development – Des Moines	Washburn University, Kansas
Kaplan University, Des Moines, Iowa	Wabaussee Community College, Illinois
Lake Land College, Illinois	Wayne State College, Nebraska
Loyola University, Illinois	Western Illinois University
Marshalltown Community College	Workplace – Kansas City (KCKCC)

### 3. Retention

#### **FY 2009 Plan:**

There is currently a pay grade study being done on some of the health care job classes in accordance with the AFSCME Collective Bargaining Agreement. If the study validates a pay increase this could make our health care positions more competitive with the private sector.

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### **FY 2009 Progress:**

Memorandum #7 between AFSCME and DAS was implemented effective 6/26/09. This increased the pay grades in the following job classifications within DOC: Registered Nurse, Licensed Practical Nurse, Pharmacist, and Electrician.

### **4. Training**

#### **FY 2009 Plan:**

All employees to attend the mandated EO4 DAS Diversity Training

#### **FY 2009 Progress:**

All Supervisors and Managers attended the mandated training in FY 2009. However, the line staff training was extended until the end of calendar year 2009 so we are approximately 70% complete with this goal. We will be complete with this mandated training for all DOC staff by the deadline which is now December 30, 2009. In addition, during the 2010 fiscal year, all employees will get a four-hour course of eLearning that will cover the three topics of: Discrimination, Sexual Harassment, and Cultural Competency/Diversity.

### **5. General Programs to Promote Diversity**

#### **FY 2009 Plan:**

DOC will utilize each institution's Affirmative Action Committee to promote general diversity.

#### **FY 2009 Progress:**

Each institution has an Affirmative Action Committee, which assists with promoting diversity issues to staff at each institution. There is designated bulletin board for the institution Affirmative Action Committee to post diversity issues, conferences and informative articles.

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### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

#### Diversity

Item	Plan	Timeframe
a.	Diversity training for supervisors and managers.	Completed
b.	Diversity training for line staff.	FY 2010
c.	Diversity/Cultural Competency training for all new hires.	Each new employee receives 4 hours of training

#### Affirmative Action

Item	Plan	Timeframe
a.	Recruit diverse job applicants.	On-going

**Hiring and Retention** - Hire and retain individuals with identified competencies and characteristics of successful Correctional Officers. Measure: Decrease in separations in first two years of employment.

Item	Plan	Timeframe
a.	Identify new CO testing/ application process.	6/30/10

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### Department of Cultural Affairs (DCA)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	6	4	0		7	4	0		-1	0	0			
Professional	51	32	2		52	32	2		-1	0	0			
Technical	4	2	0		5	3	0		-1	-1	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	8	6	0		9	7	0		-1	-1	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	5	2	0		7	2	0		-2	0	0			
<b>TOTALS</b>	<b>74</b>	<b>46</b>	<b>2</b>	<b>2</b>	<b>80</b>	<b>48</b>	<b>2</b>	<b>3</b>	<b>-6</b>	<b>-2</b>	<b>0</b>	<b>-1</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	NP		5	3		-1	0		6	3	
3. Technical	NP	BA		1	BA		0	BA		1	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	BA	BA		BA	BA		BA	BA		BA	BA	
<b>TOTALS</b>				<b>6</b>	<b>3</b>	<b>6</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>6</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

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### DEPARTMENT DIVERSITY STATEMENT

A more diverse work force will bring with it a more diverse pool of ideas and strategies for attaining our goals. If we are to respond appropriately to the needs of Iowa's cultural resources, we need to recognize that those resources cross ethnic, cultural, age, and gender boundaries. A work force that brings us the perspectives of all Iowa will help us respond to the needs of all Iowans.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

Develop performance plans and conduct ongoing evaluations during probationary period to determine if permanent status is granted.

##### **FY 2009 Progress:**

No new hires were made in FY 2009. All employees had current evaluations as of 6/30/09.

#### 2. Recruitment

##### **FY 2009 Plan:**

Utilize job fairs, advertising in other languages, and trade publications.

##### **FY 2009 Progress:**

No new hires were made in FY 2009.

#### 3. Retention

##### **FY 2009 Plan:**

Prior to budget restraints, the department would have rewarded outstanding job performance with extra duty pay, etc.

##### **FY 2009 Progress:**

The department can't reward with bonuses or extra duty pay any longer, so recognition of good work can only be emphasized in performance evaluations and notes.

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### 4. Training

#### **FY 2009 Plan:**

Diversity training has been required for all employees.

#### **FY 2009 Progress:**

Most employees have taken the required DAS training. Other training was eliminated due to budget restrictions.

### 5. General Programs to Promote Diversity

#### **FY 2009 Plan:**

DCA will continue training employees on diversity.

## **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

DCA implements hiring and recruiting process that will result in a workforce that represents and effectively delivers services to a diverse Iowa population. DCA will measure with the percentage of applicants and staff that are minority or disabled, number of multi-lingual workers using those skills in their position, and the number and kind of programs that target specific populations.

<b>Item</b>	<b>Plan</b>	<b>Timeframe</b>
<b>a.</b>	Gather lists of targeted groups for recruitment in history, arts, and cultural fields.	1/1/2010
<b>b.</b>	When positions are open, ensure that DAS has information about them when they recruit at job fairs.	Ongoing
<b>c.</b>	Discuss with DAS the possibility of publishing job announcements in multiple languages.	6/30/2010

## Section II.

### Office of Drug Control Policy (ODCP)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	4	2	0		4	2	0		0	0	0			
Professional	3	2	1		3	2	1		0	0	0			
Technical	0	0	0		0	0	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	1	1	0		1	1	0		0	0	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>8</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1</b>		

#### FY 2009 UNDERUTILIZATION

Departments with 25 or fewer employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

#### DEPARTMENT DIVERSITY STATEMENT

A culturally diverse ODCP workplace will lead to a better understanding of the issues it addresses, a more effective program response to carry out its mission and vision and ultimately better served Iowa citizens.

#### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

##### 1. Hiring Practices

###### FY 2009 Plan:

Equal opportunity principles will govern all aspects of ODCP personnel policies, program practices, and operations. All phases of employment, including recruitment, hiring, evaluation, promotion, training, benefits, and separation shall be conducted in compliance with equal employment opportunity regulations, and in the spirit of creating a welcoming and diverse workforce.

###### FY 2009 Progress:

ODCP had no openings or hires in FY 2009.

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### 2. Recruitment

#### **FY 2009 Plan:**

ODCP will create a culture of excellence for all employees and maintain a culturally diverse workforce and promote culture diversity through leadership, training, and action.

#### **FY 2009 Progress:**

ODCP had no openings or hires in FY 2009.

### 3. Retention

#### **FY 2009 Plan:**

Multiple training and professional development opportunities will enhance employees' value to themselves, our agency and the lowans we serve. Performance-based pay increases (as determined by the director), formal awards (e.g., Golden Dome) and informal recognition (e.g., public expressions of appreciation by director or associate director) are among the ways in which ODCP will reward employees, toward the goals of retaining productive employees and improving performance.

#### **FY 2009 Progress:**

Every ODCP employee completed DAS training in FY 2009. Performance based pay raises were awarded as merited. Two employees received Golden Dome awards for outstanding contributions to the State of Iowa.

### 4. Training

#### **FY 2009 Plan:**

DAS Diversity Training will be completed by all ODCP employees.

#### **FY 2009 Progress:**

DAS Diversity Training was completed by all ODCP employees in FY 2009.

### 5. General Programs to Promote Diversity

#### **FY 2009 Plan:**

ODCP is committed to, and complies with, State and Federal Equal Employment Opportunity/Affirmative Action laws and the Governor's Executive Order Four to hire a diverse and competent workforce to serve the people of Iowa.

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### **FY 2009 Progress:**

In addition to achieving this goal internally, ODCP also requires its recipients of federal criminal justice program grants (typically local and state units of government) to comply with State and Federal EEO/AA laws.

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLAN**

The ODCP will maintain the same commitments to diversity and affirmative action as reported for FY 2009.

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### Iowa Department of Economic Development (IDED)

#### FY '09 Workforce Changes

	Workforce					Workforce				Workforce Change			
	EOFY 09					EOFY 08				FY 2009			
	T	F	Mn	D		T	F	Mn	D	T	F	Mn	D
Official /Admin.	27	11	2		25	11	1		2	0	1		
Professional	96	63	7		98	62	8		-2	1	-1		
Technical	4	4	0		4	4	0		0	0	0		
Protective Service	0	0	0		0	0	0		0	0	0		
Admin. Support	12	12	3		13	12	3		-1	0	0		
Skilled Craft	0	0	0		0	0	0		0	0	0		
Service/Maint.	8	6	0		8	7	1		0	-1	0		
<b>TOTALS</b>	<b>147</b>	<b>96</b>	<b>12</b>	<b>9</b>	<b>148</b>	<b>96</b>	<b>12</b>	<b>9</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	BA	BA		BA	BA		BA	BA		BA	BA	
3. Technical	BA	NP		BA	0		BA	0		BA	0	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	BA	BA		BA	BA		BA	BA		BA	BA	
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

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### DEPARTMENT DIVERSITY STATEMENT

Improving diversity at IDED will enhance the attainment of our strategic objectives and business goals by providing a more balanced workforce, creating a better understanding of the targeted needs of our clients and customers, and demonstrating to the citizens of Iowa our commitment to improvement. Building a diverse and talented workforce will make IDED a stronger organization enabling it to achieve results.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

**FY 2009 Plan:**

Managers will review applications for job openings.

**FY 2009 Progress:**

No progress report was provided.

#### 2. Recruitment

**FY 2009 Plan:**

IDED is underutilized for persons with disabilities. The plan is to target advertising to reach the targeted group (PWD).

**FY 2009 Progress:**

IDED was unable to hire any persons with disabilities in FY 2009.

#### 3. Retention

**FY 2009 Plan:**

No plan.

**FY 2009 Progress:**

No progress was reported.

#### 4. Training

**FY 2009 Plan:**

All IDED staff will attend mandatory DAS diversity training in FY 2009. Other training will be scheduled as appropriate.

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### **FY 2009 Progress:**

The remainder of IDED staff attended mandatory DAS diversity training in FY 2009.

### **5. General Programs to Promote Diversity**

#### **FY 2009 Plan:**

Managers will participate in diversity related educational events and discussions, and will present diversity topics at quarterly supervisor and team leader meetings.

The IDED Diversity Committee will plan at least one diversity related activity in FY 2009. Possible items being planned for FY2009 include "Lunch & Learn" with speakers/presenters on various topics related to diversity. A diversity newsletter will also be developed.

#### **FY 2009 Progress:**

IDED has followed its FY 2009 plan.

## **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

### **1. Diversity**

- Continue with manager involvement in diversity issues.
- Continue with the Diversity Committee.

### **2. Affirmative Action**

IDED will continue to recruit persons with disabilities in FY 2009 for all vacancies.

### **3. Hiring and Retention**

IDED will work with DAS on an as needed basis for hiring and retention problems or issues.

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### Education (DOE)

#### FY '09 Workforce Changes

	Workforce					Workforce				Workforce Change			
	EOFY 09					EOFY 08				FY 2009			
	T	F	Mn	D		T	F	Mn	D	T	F	Mn	D
Official /Admin.	24	11	0		23	12	0		1	-1	0		
Professional	200	134	14		189	127	13		11	7	1		
Technical	6	5	1		6	5	1		0	0	0		
Protective Service	0	0	0		0	0	0		0	0	0		
Admin. Support	45	42	5		49	45	6		-4	-3	-1		
Skilled Craft	2	0	0		2	0	0		0	0	0		
Service/Maint.	0	0	0		0	0	0		0	0	0		
<b>TOTALS</b>	<b>277</b>	<b>192</b>	<b>20</b>	<b>10</b>	<b>269</b>	<b>189</b>	<b>20</b>	<b>9</b>	<b>8</b>	<b>3</b>	<b>0</b>	<b>1</b>	

#### FY '09 Total Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			EOFY 2009		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	BA		5	1		2	0		3	1	
3. Technical	BA	NP		BA	BA		0	0		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NP	NP		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>5</b>	<b>1</b>	<b>19</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>18</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

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### DEPARTMENT DIVERSITY STATEMENT

DOE did not submit a diversity statement.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

Hiring practices at DOE were to focus on Persons with Disabilities (PWD), due to DOE underutilization in this area only.

##### **FY 2009 Progress:**

DOE recently hired one person from the DOE Division of Vocational Rehabilitation and has worked with two other people to help train them in the work place so they may develop skills for other positions with the State or other employers.

#### 2. Recruitment

##### **FY 2009 Plan:**

All vacancies will be posted on the EDRNetwork.org web site to make persons with disabilities more aware of our openings.

DOE will continue sending notices to the minority groups and library web sites to encourage additional minority applicants.

##### **FY 2009 Progress:**

All vacancies were posted on EDRNetwork.org.

DOE is working closely with the Department of Education Division of Vocational Rehabilitation as an employer for customized training. Through this process we have been successful in filling one position with a person with a disability.

DOE participated in the Asian Festival and the Juneteenth Celebration although no vacancies were available at the time. DOE provided information about DOE and answered questions about how to apply for teaching positions. Due to the hiring freeze and budget problems, not many vacancies have been available, especially in underutilized classes.

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### 3. Retention

#### **FY 2009 Plan:**

Half of DOE turnover is Education Program Consultants (EPC) who have reached their maximum pay level. There is no incentive to stay. These are non-contract positions for which there are few opportunities for these employees to be promoted.

#### **FY 2009 Progress:**

In FY 2009, nine EPCs left out of 26 total departures. However, DOE has received four resignations for FY 2010 from consultants who are concerned about losing funding for their current position, or have returned to the school districts to make more money. One person was convinced to stay by allowing her part-time status.

### 4. Training

#### **FY 2009 Plan:**

All managers, supervisors, and other employees will be required to attend diversity training. After 01/01/09, monthly training will be included in each division's meetings. One goal is to reduce the stigma of persons with disabilities which may, in turn, encourage self reporting.

#### **FY 2009 Progress:**

Diversity training has been completed for all current employees. New hires are being trained as they come on board. Divisions have been conducting monthly training or other diversity events. More discussion about disabilities is probably warranted.

### 5. General Programs to Promote Diversity

#### **FY 2009 Plan:**

Diversity training and events will be required.

#### **FY 2009 Progress:**

Divisions are using items from the "Making a Difference with Diversity" program.

One Division had DAS involved in training to help assist people to better understand each other in everyday work life with the goal to better understand differences and make teams work more effectively.

## **Section II.**

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

DOE will continue with plans and activities as detailed for FY 2009 and will also work with the DAS Recruitment Coordinator to assist the agency with targeted recruitment.

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### Education – Iowa Vocational Rehabilitation Services (IVRS)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	11	4	0		13	6	0		-2	-2	0			
Professional	190	112	9		189	107	10		1	5	-1			
Technical	123	94	7		107	83	3		16	11	4			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	70	64	3		72	67	3		-2	-3	0			
Skilled Craft	0	0	0		1	0	0		-1	0	0			
Service/Maint.	3	0	1		3	0	1		0	0	0			
<b>TOTALS</b>	<b>397</b>	<b>274</b>	<b>20</b>	<b>45</b>	<b>385</b>	<b>263</b>	<b>17</b>	<b>44</b>	<b>12</b>	<b>11</b>	<b>3</b>	<b>1</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	NP		16	3		3	-1		13	4	
3. Technical	NP	NP		1	1		12	0		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NP	BA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	BA	BA		BA	BA		BA	BA		BA	BA	
<b>TOTALS</b>				<b>17</b>	<b>4</b>	<b>BA</b>	<b>15</b>	<b>-1</b>	<b>BA</b>	<b>13</b>	<b>4</b>	<b>BA</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	Information Technology Specialist 3, 4, Rehabilitation Counselor (and Specialist level), Rehab. Supervisor, Administrative Consultant 2, 3	Yes	6		
2. Professional	Rehabilitation Counselor, Rehab. Counselor Specialist, Rehab. Supervisor, Administrative Consultant 2, 3			Yes	3
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			6		3

**Note: EEO category 5 is not used by the State.**

### DEPARTMENT DIVERSITY STATEMENT

Iowa Vocational Rehabilitation Services' (IVRS) strategic goal is to further its abilities to reach a diverse population by recognizing and understanding the cultural differences. IVRS has a Diversity Committee which will assist with ways to recruit in the various communities throughout the state.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

No specific plan was developed for FY 2009. However, in December of 2008 a new administrator saw the need to review IVRS statewide hiring practices to achieve greater consistency.

##### **FY 2009 Progress:**

- Implementation of an internal Hiring Assistance Team to review and participate in the screening and interviewing processes.
- Standardization of hiring information for supervisors to submit to IVRS Human Resources.
- Implementation of a "Request and Justification to Fill Position" worksheet.

## Section II.

- Implementation of a "Request for Personnel Appointment" form to assure hiring steps are followed and underutilization is considered in filling a vacancy.

### 2. Recruitment

#### **FY 2009 Plan:**

- IVRS plans to continue the diversity expansion efforts in 2008 and will utilize the EDRNetwork.org web site.
- IVRS plans on expanding recruitment in outlying areas with more attendance to local job fairs, schools, etc.
- IVRS will continue to expand its web sites and emails to recruit for specific positions.
- Diversity efforts will be undertaken as vacancies occur and at the direction of the Diversity Council.

#### **FY 2009 Progress:**

IVRS continues to follow this plan on an ongoing basis.

### 3. Retention

#### **FY 2009 Plan:**

No specific plan was developed for FY 2009.

#### **FY 2009 Progress:**

After the diversity training the "Making a Difference with Diversity" training manual will be used for monthly staff meetings.

### 4. Training

#### **FY 2009 Plan:**

IVRS will participate in the mandatory diversity training for management and all employees. We will also implement the optional training for all staff using the manual that was distributed at the diversity training for managers. We have a Diversity Committee that will discuss and advise IVRS on how to bring in more diversity training on a regular basis.

#### **FY 2009 Progress:**

Most IVRS employees have completed the required diversity training required by Executive Order Four.

## Section II.

### 5. General Programs to Promote Diversity

#### FY 2009 Plan:

- IVRS established a Diversity Committee to integrate diversity related topics into the department's culture.
- IVRS will include diversity training items in all division meetings and incorporate this training in annual meetings.

#### FY 2009 Progress:

These plans are in place and ongoing.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

**Diversity and Affirmative Action** – Expand role of IVRS Diversity Committee.  
Measure: Number of minorities and persons with disabilities in the workforce.

Item	Plan	Timeframe
a.	Use Rehabilitation Associate classification as means to increase diversity in IVRS workforce and to reflect increasing diversity among population and clientele, especially in select Iowa locations.	9/30/09
b.	Develop a diversity internship program.	FY 2010
c.	Liaison with organizations with may be sources of diverse candidates (e.g., disabled veterans).	FY 2010

**Hiring and Retention** – Develop a Hiring Assistance Team. Measure: Shorten the hiring process for IVRS positions.

Item	Plan	Timeframe
a.	Develop Hiring Assistance Team.	FY 2010
b.	Clarify role and responsibilities consistent with DAS regulations and expected practices.	FY 2010
c.	Finalize steps in the hiring process, including diversity emphasis.	FY 2010

## Section II.

### *Office of Energy Independence (OEI)*

#### **FY '09 Workforce Changes**

	Workforce				Workforce				Workforce Change			
	EOFY 09				EOFY 08				FY 2009			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
1. Official /Admin.	3	2	0		2	2	0		1	0	0	
2. Professional	0	0	0		1	0	0		-1	0	0	
3. Technical	0	0	0		0	0	0		0	0	0	
4. Protective Service	0	0	0		0	0	0		0	0	0	
6. Admin. Support	1	1	0		1	1	0		0	0	0	
7. Skilled Craft	0	0	0		0	0	0		0	0	0	
8. Service/Maint.	0	0	0		0	0	0		0	0	0	
<b>TOTALS</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: EEO category 5 is not used by the State.

#### **FY 2009 UNDERUTILIZATION**

Departments with 25 or fewer employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

#### **DEPARTMENT DIVERSITY STATEMENT**

Iowa's skilled and diverse labor force, natural resources, and innovation place it in the right place at the right time. Working together the Office of Energy Independence we can capture the moment and claim Iowa's place leading the 21st century energy economy.

#### **FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT**

##### **1. Hiring Practices**

###### **FY 2009 Plan:**

Equal opportunity principles will govern all aspects of OEI personnel policies, program practices and operations. All phases of employment, including recruitment, hiring, evaluation, promotion, training, benefits, and separation shall be conducted in compliance with equal employment opportunity laws and regulations, and in the spirit of creating a welcoming and diverse workplace.

###### **FY 2009 Progress:**

OEI had no new vacancies in FY 2009.

## Section II.

### 2. Recruitment

#### **FY 2009 Plan:**

Create a culture of excellence for all employees, maintain a culturally diverse workforce and promote cultural diversity through leadership, training, and action.

#### **FY 2009 Progress:**

OEI had no new vacancies in FY 2009.

### 3. Retention

#### **FY 2009 Plan:**

Multiple training and professional development opportunities will enhance employees' value to themselves, our agency and the lowans we serve. Performance based pay increases, formal awards such as the Golden Dome, and informal recognition are among the ways in which OEI will reward employees, with the goal of retaining productive employees and improving performance.

#### **FY 2009 Progress:**

Every OEI employee completed DAS diversity training in FY 2009. Performance based pay raises were awarded as merited. Two employees received Golden Dome awards for outstanding contributions to the State of Iowa.

### 4. Training

This response was included in the Retention section.

### 5. General Programs to Promote Diversity

#### **FY 2009 Plan:**

OEI is committed to, and complies with state and federal Equal Employment Opportunity/Affirmative Action laws and Executive Order Four to hire a diverse and competent workforce to serve the people of Iowa.

#### **FY 2009 Progress:**

In addition to achieving this goal internally, OEI also requires its recipients of federal criminal justice program grants to comply with state and federal EEO/AA laws.

## **Section II.**

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

No new initiatives or policy changes were reported for FY 2010.

## Section II.

### ***Iowa Ethics & Campaign Disclosure Board (IECD)***

#### **FY '09 Workforce Changes**

	Workforce				Workforce				Workforce Change			
	EOFY 09				EOFY 08				FY 2009			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
1. Official /Admin.	1	0	0		1	0	0		0	0	0	
2. Professional	3	3	0		3	3	0		0	0	0	
3. Technical	0	0	0		0	0	0		0	0	0	
4. Protective Service	0	0	0		0	0	0		0	0	0	
6. Admin. Support	2	2	0		2	2	0		0	0	0	
7. Skilled Craft	0	0	0		0	0	0		0	0	0	
8. Service/Maint.	0	0	0		0	0	0		0	0	0	
<b>TOTALS</b>	<b>6</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: EEO category 5 is not used by the State.

#### **FY 2009 UNDERUTILIZATION**

Departments with 25 or fewer employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

#### **DIVERSITY STATEMENT**

For the Ethics & Campaign Disclosure Board, diversity brings with it different ideas, different ways of looking at things, and a greater understand of society as a whole.

#### **FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT**

IECDB consists of six staff; five are women. It reports that it is not underutilized for females, minorities, or persons with disabilities. Although the department has few hires, it follows the following hiring principles:

- Maintain impartiality.
- Assure that everyone who is qualified and interested has the opportunity to apply.
- Screen and grade candidates using objective criteria.
- Use second interviews when necessary.

The department director and staff have taken the diversity training in FY 2009.

#### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

No new diversity related plans or policy changes are reported for FY 2010. However, the Director will remain aware of the issue and take actions as needed.

## Section II.

### Iowa Finance Authority (IFA)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	29	14	2		31	14	2		-2	0	0			
Professional	50	36	3		53	36	3		-3	0	0			
Technical	0	0	0		0	0	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	5	3	0		4	2	1		1	1	-1			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>84</b>	<b>53</b>	<b>5</b>	<b>5</b>	<b>88</b>	<b>52</b>	<b>6</b>	<b>7</b>	<b>-4</b>	<b>1</b>	<b>-1</b>	<b>-2</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	BA	BA		BA	BA		BA	BA		BA	BA	
3. Technical	NA	NA		NA	NA		NA	NA		NA	NA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>6</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	NA	NA	NA	NA	NA
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	None	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

Improving diversity will help the Iowa Finance Authority (IFA) advance its long term strategic objectives by bringing new ideas and experiences to the table.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Recruitment

##### FY 2009 Plan:

- IFA will utilize diversity oriented e-mail lists to attract persons with disabilities.
- IFA will utilize Career Builder to reach a larger area.
- IFA will partner with Passageways to obtain mail clerk services.

##### FY 2009 Progress:

- These strategies proved successful in attracting diverse and well qualified candidates at a low cost.
- Passageways provides work to disabled persons.

#### 2. Retention

##### FY 2009 Plan:

- Managers include development counseling each year on their employee's performance review and plan.

##### FY 2009 Progress:

- This plan was successful in helping employees to develop a plan of action on their career path.

#### 3. Training

##### FY 2009 Plan:

- All employees will attend diversity training.
- Communicate diversity related events to employees and encourage attendance.
- Provide training on affirmative action and equal employment for managers.

## **Section II.**

### **FY 2009 Progress:**

- Most employees received training during FY 2009.

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

#### **Diversity**

- IFA will continue to require diversity training for employees.
- IFA will host lunch and learns for IFA employees.

#### **Affirmative Action**

IFA is not underutilized for females or minorities. However, IFA plans to update e-mail recruitment lists to include finance professionals, real estate groups, and women and minority organizations.

## Section II.

### Department of Human Rights (DHR)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	12	5	3		13	5	4		-1	0	-1			
Professional	38	22	3		39	22	2		-1	0	1			
Technical	1	1	0		1	1	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	3	3	0		3	3	0		0	0	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>54</b>	<b>31</b>	<b>6</b>	<b>7</b>	<b>56</b>	<b>31</b>	<b>6</b>	<b>7</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>0</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	BA	BA		BA	BA		BA	BA		BA	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

Diversity programs help human Rights to promote equal access to work, services and opportunities and to enhance the well-being of diverse populations in Iowa.

DHR enjoys a unique mission and role in the State of Iowa, and is also mindful of the diversity needs within all state government. The current director, Preston Daniels, has served as chair person of the Diversity Council, established by Governor Culver in October 2007 to address a variety of issues relating to increasing diversity in state government.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

DHR has no underutilization for females, minorities, or persons with disabilities. However they do follow standard practices in the following areas:

#### 1. Hiring Practices

**FY 2009 Plan:** Utilize DAS employment and hiring resources and applicant tracking system.

**FY 2009 Progress:** DHR continued to utilize DAS resources in the hiring process in FY 2009.

#### 2. Recruitment

**FY 2009 Plan:** DHR will utilize the Des Moines Register, Dice.com and Monster.com for advertising. Resumes will be shared between DHR divisions.

**FY 2009 Progress:** DHR utilized these methods in FY 2009 as needed.

#### 3. Retention

**FY 2009 Plan:** DHR conducts ongoing exit interviews.

**FY 2009 Progress:** Exit interviews were conducted for employees leaving in FY 2009 as appropriate.

**FY 2009 Plan:** DHR uses a power point presentation to introduce new employees to the divisions of DHR, participates in the Governor's Golden Dome Awards program to recognize outstanding leadership in the department, and utilizes technology to reach persons with disabilities.

**FY 2009 Progress:** These plans were followed throughout FY 2009.

## Section II.

### 4. Training and Development

**FY 2009 Plan:** Professional development and training opportunities were available to staff in FY2009.

**FY 2009 Results:** Training opportunities were available on the following topics:

- Native Americans
- Criminal and Juvenile Justice Planning
- Persons with Disabilities
- Latino Affairs
- Deaf Services
- Asian and Pacific Islanders
- Status of African Americans
- DAS benefits presentations
- Civil Rights

### 5. General Programs to Promote Diversity

**FY 2009 Plan:** DHR sponsors a number of diversity program initiatives.

**FY 2009 Results:**

- Asian Heritage Festival
- Write Women Back into History
- Women's Hall of Fame
- Latino Heritage Festival
- Iowa Youth Congress
- Disability Awareness
- Deaf Awareness
- Martin Luther King Celebration
- Community Action Agencies Annual Conference
- Iowa Mosaic Diversity Conference
- Human Rights Day
- Disproportionate Minority Conference
- Naming state conference rooms after civil rights leaders

## **Section II.**

### **FY 2010 DEPARTMENT DIVERSITY AND AFFIRMATIVE ACTION PLANS**

DHR plans to continue all Diversity and Affirmative Action Plans detailed above for FY 2010.

## Section II.

### Department of Human Services (DHS)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	451	293	15		461	296	16		-10	-3	-1			
Professional	1977	1539	121		1966	1536	123		11	3	-2			
Technical	1042	909	72		1028	894	58		14	15	14			
Protective Service	234	65	10		247	71	8		-13	-6	2			
Admin. Support	640	609	47		664	632	52		-24	-23	-5			
Skilled Craft	129	6	0		128	5	0		1	1	0			
Service/Maint.	1325	848	56		1324	852	58		1	-4	-2			
<b>TOTALS</b>	<b>5798</b>	<b>4269</b>	<b>321</b>	<b>217</b>	<b>5818</b>	<b>4286</b>	<b>315</b>	<b>226</b>	<b>-20</b>	<b>-17</b>	<b>6</b>	<b>-9</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	NP	NP		8	5		1	-2		7	7	
2. Professional	NP	NP		36	10		2	2		34	8	
3. Technical	NP	NP		2	6		0	0		2	6	
4. Protective Service	BA	PN		BA	11		BA	3		BA	8	
6. Admin. Support	NP	NP		1	1		0	0		1	1	
7. Skilled Craft	PN	PN		2	4		0	0		2	4	
8. Service/Maint.	NP	PN		76	43		-1	1		76	42	
<b>TOTALS</b>				<b>125</b>	<b>80</b>	<b>393</b>	<b>2</b>	<b>4</b>	<b>-6</b>	<b>122</b>	<b>76</b>	<b>399</b>

## Section II.

### FY '10 Hiring Goals for Targeted Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	Youth Services Worker, Psychiatric Services Specialist	No	No	Yes	5
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	Carpenter, Electrician, Painter, Plumber, Communication Tech, Mechanic, HVAC Tech, Maintenance, Power Plant Engineer	Yes	1		
7. Skilled Craft	Carpenter, Electrician, Painter, Plumber, Communications Tech 2, Mechanic, HVAC, Maintenance, Power Plant Engineer			Yes	1
8. Service/Maint.	Resident Treatment Worker, Laundry Worker, Driver	Yes	150		
8. Service/Maint.	RTW, Physical Therapist Aid, Dental Asst, Cook, Food Service Worker, Activities Aid/Asst, Laundry Worker, Trades Helper, Driver			Yes	25
<b>TOTALS</b>			151		31

**Note: EEO category 5 is not used by the State.**

### DEPARTMENT DIVERSITY STATEMENT

The recruitment and retention of a diverse, culturally competent workforce representative of the demographics of the populations served, and the provision of equitable and quality public services is a primary goal of the Department. The DHS Diversity and Affirmative Action Plan is designed to communicate and facilitate achievement of this goal and to reaffirm the commitment to the principles of equal employment opportunity, affirmative action, and diversity in the recruitment, retention, and provision of employment opportunities.

An integral part of Departmental policy and philosophy is to administer hiring, transfers, promotions, training, compensation, benefits, and any other terms and conditions of employment, without regard for protected category status. The Diversity and Affirmative Action Plan emphasizes a goal-oriented approach to diversity and affirmative action. Information in the Plan includes data regarding minorities, females and persons with disabilities in the workforce and sets specific goals to address positions that may be underutilized. The Department's intent is to reach labor market parity through hiring of diverse applicants and by providing an environment for job satisfaction and promotional growth for current employees.

## Section II.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### FY 2009 Plans:

- Review current employee orientation programs to ensure that DHS commitment to Diversity is clearly communicated, to identify each employee's responsibilities to create a culturally competent workforce, and to encourage new hires to explore their career potential.
- DHS Human Resources will create an intranet site for source materials such as employment notifications, interview question formats, recruitment “best practices”, and other communications in support of the recruitment and hiring process.
- Establish a task force to analyze selected position minimum requirements to ensure that educational and experience criteria meet current or future needs, and are not creating a barrier to entry for females, minorities or persons with disabilities.
- Substantiate workforce data and format by regions to analyze labor market availability and to achieve labor market parity.
- Rebuild Diversity Committee’s within operating units to assist with conducting workplace accessibility audits from both an applicant perspective and the client perspective, and to assist with identifying localized diversity sourcing or outreach efforts to increase minority or persons with disabilities awareness of DHS career options.

##### FY 2009 Progress:

- DHS approached DAS to update employee orientation materials and to provide a web-based product, which each agency can personalize or modify with agency specific commitments to programs or initiatives.
- DHS Human Resource Bureau established a “share point” intranet for management to access data and other relevant hiring information. This will be an on-going effort as information is sorted and selected based on customer (management) feedback.
- DHS Human resource task force has been established to focus on consistent hiring practices within Brass Ring regarding screening questions and selection criteria to ensure a level playing field for all applicants. A standard set of questions is currently being developed for the social work and income maintenance worker classifications.
- Workforce data has been regionalized. DHS Human Resource Bureau continues to reformat underutilization data in order to produce management reports that are accurate and relevant. DHS HR Bureau

## Section II.

continues to collaborate with DAS to modify current underutilization and turnover reports.

- Diversity committees have re-established within several operating units, and are chartered with sourcing local minority enclaves and community leaders. This information will be shared with Human Resource staff for expansion of local recruitment activities, and will be shared through the DHS Human Resource intranet as “best practices.”

### 2. Recruitment

#### **FY 2009 Plans:**

- Recruiter continues to actively participate in or source industry specific organizations and associations to expand awareness of DHS career options and applicant pools.
- Create recruitment source database(s) incorporating local, state and national organizations and associations.
- Develop a long-term initiative for a targeted audience to consider a career with government, specifically DHS.

#### **FY 2009 Progress:**

- DHS sourced and participated in several medical and nursing associations, and is an active member of MINK: Missouri, Iowa, Nebraska and Kansas recruiting association for Midwest medical professionals.
- DHS has begun to collaborate with DNR/DOT/IVRS to develop and initiate a Disability Awareness Campaign designed to precede agency survey of current PWD populations.
- DHS has begun a partnership with Iowa Vocational Rehabilitation Services to pilot a program through the IVRS Customized Training venture. This program is designed to increase persons with disabilities entree into the workplace.
- DHS/DNR/DOT partnered to create a website targeting 18 – 35 year old job seekers to consider government as the “employer of choice”. The domain name of ‘State YOUR Career’ has been secured, the diversity video was shot, DAS-ITE is in final building stages, and Iowa Interactive has agreed to host. The projected launch is fall 2009. Plans are being developed to pilot the website with 5 universities.

### 3. Retention

#### **FY 2009 Plan:**

Implement the DHS Employee Satisfaction Survey.

## Section II.

### FY 2009 Progress:

The DHS Employee Satisfaction Survey is scheduled for August 2009, with data analysis provided to management during November 2009.

### 4. Training

#### FY 2009 Plans:

DHS will attend the DAS Diversity Training and incorporate the monthly Diversity Activities into staff meetings or when appropriate, during individual meetings. The Diversity Training for Management Staff is as follows:

- Month 1 - Gender Diversity
- Month 2 - People with Disabilities
- Month 3 - Generational Diversity
- Month 4 - Racial Diversity
- Month 5 - Ethnic Diversity
- Month 6 - Socio-Economic Diversity
- Month 7 - Sexual Orientation
- Month 8 - Religious Diversity
- Month 9 - Preventing Sexual Harassment
- Month 10 - Capitalizing on Diversity

#### FY 2009 Progress:

DAS continues to schedule required diversity training through to 12/09. Several DHS locations have not been scheduled, and to date, approximately 70% of the department has completed the training. Monthly training sessions are suspended until the entire agency has received the requisite training and training tracking mechanisms have been established.

## FY 2010 DEPARTMENT DIVERSITY AND AFFIRMATIVE ACTION PLANS

### Diversity and General Recruitment

Item	Plan	Outcome/Timeline
a.	Collaborate with DNR/DOT/IVRS to create PWD Awareness campaign.	4/10
b.	Create Management hiring practices "Tool Box."	12/09
c.	Lack of current and accurate information regarding employee separation and retention.	3/10

## Section II.

### Affirmative Action

Item	Activity	Outcome/Timeline
a.	Negotiate improved, accurate and sufficient data from DAS to measure and analyze underutilization.	On-going
b.	Develop strategies for localized recruitment sourcing into minority communities.	On-going

### Hiring and Retention

Item	Activity	Outcome/Timeline
a.	Manage hiring data and format for ease of understanding and use.	10/09
b.	Update employee orientation and develop on-boarding process.	5/10
c.	Launch Marketing/Recruiting Website.	10/09
d.	Train and engage DHS HR staff and selected hiring managers into recruiting process.	5/10

### Development

Item	Activity	Outcome/Timeline
a.	DHS will continue to participate in DAS diversity training.	12/09
b.	Create mini-training session for new leadership: "100 Days."	3/10

## Section II.

### Inspections & Appeals (DIA)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	39	23	3		36	23	1		3	0	2			
Professional	429	255	21		427	246	22		2	9	-1			
Technical	6	4	2		6	3	2		0	1	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	97	94	9		100	96	9		-3	-2	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	571	376	35	32	569	368	34	35	2	8	1	-3		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	NP		BA	1		BA	0		BA	1	
2. Professional	NP	BA		2	BA		1	BA		1	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	NP		BA	1		BA	0		BA	1	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				2	2	24	1	0	-3	1	2	27

#### FY '10 Hiring Goals for Preferential Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			0		0

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

It is important for the Department to create a flexible, responsive and diverse work environment that promotes job satisfaction, process improvement, public accountability, team building, skill development and workforce tenure. Creating a diverse workforce that encourages new and retained employees to express and experience new ideas, thoughts and views will help to build job satisfaction, enhance operational efficiencies and reduce employee turnover. A diverse workforce will also improve communication with the Department's clients, improve our ability to serve a broader customer base, and make the department more approachable for people of all backgrounds.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

All supervisors are responsible for interviewing and recommending hires to the Director and Deputy Director. The Director or Deputy Director makes the final hiring decision. The Human Resources Manager is responsible for advertising, job fair recruitment, and running criminal and abuse background checks.

##### **FY 2009 Progress:**

These hiring practices have been followed in FY 2009.

#### 2. Recruitment

##### **FY 2009 Plan:**

The Department will continue to distribute vacancy announcements through the Department of Human Rights and other organizations with known distribution lists for protected classes.

##### **FY 2009 Progress:**

DIA will continue to look for ways to promote vacancies in FY 2009 and build on efforts taken in FY 2008.

#### 3. Retention

##### **FY 2009 Plan:**

No specific retention plan was submitted by the department.

## **Section II.**

### **4. Training**

#### **FY 2009 Plan:**

For FY 2009, in addition to the mandatory diversity training, the Human Resources Manager and the Targeted Small Business Certification Administrator will attend several diversity training events. All employees will attend mandatory diversity training. Supervisors will consider including diversity activities in staff meetings

#### **FY 2009 Progress:**

All DIA employees have had diversity training, and the department has had other diversity related activities in FY 2009.

### **5. General Programs to Promote Diversity**

#### **FY 2009 Plan:**

In addition to training, each manager and supervisor will be periodically reminded of the department's diversity efforts and the benefits. As appropriate, articles on diversity will be emailed and information from seminars and events will be shared.

Diversity activities, as described at the Department Directors' training, will be implemented in FY 2009. Employees will be asked for suggestions, and those suggestions will be implemented as appropriate.

#### **FY 2009 Progress:**

This is an ongoing activity for DIA.

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

DIA plans to continue with the methods and procedures detailed for FY 2009. DIA will work with DAS as needed to implement any new statewide initiatives.

## Section II.

### Iowa Communications Network (ICN)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	18	6	2		19	6	2		-1	0	0			
Professional	54	19	7		52	18	6		2	1	1			
Technical	11	6	0		7	6	0		4	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	1	1	0		1	1	0		0	0	0			
Skilled Craft	2	0	0		2	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>86</b>	<b>32</b>	<b>9</b>	<b>2</b>	<b>81</b>	<b>31</b>	<b>8</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>0</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	PN	BA		4	BA		0	BA		4	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	BA	BA		BA	BA		BA	BA		BA	BA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>4</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>6</b>

#### FY '10 Hiring Goals for Targeted Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	Purchasing Agent (1-3), Information Technology Specialist (4-5), Telecommunications Specialist and Technician	Yes	4	No	No
3. Technical	None	No	No	No	No
4. Protective Service	None	No	No	No	No
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>4</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

It the intent of the Iowa Communications Network (ICN) that by further diversifying its department it will have more opportunities for growth and new perspectives on how to achieve its mission/goals. Having a more diversified workforce can bring new ideas and talents to each division as Iowa Communications Network continues to meet the challenges of technological advances and customer needs. A diversified workforce will also engender more trust to customers, create a more stable platform for delivering services, and provide a catalyst for change. Diversity can also help to create a greater pool of strategies that align with our customer's cultural makeup.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

**FY 2009 Plan:** The following plans were reported by the ICN for FY 2009.

- Work with DAS toward improving transparent hiring practices that are in alignment with the standardized hiring practices which are in the process of being established by DAS.
- Utilize DAS recruitment/retention specialist when filling vacancies.
- Continue to partner with the Department of Vocational Rehabilitation in expanding employment opportunities for persons with disabilities.

**FY 2009 Progress:** The following progress was reported for FY 2009.

- Management Human Resource Liaison and Personnel Assistant met with the DAS Recruitment and Retention Specialist in September of 2008 to review ICN hiring practices and solicit feedback on improving documentation and recruitment.
- During FY 2009, ICN hired one minority male, one Caucasian female, and two Caucasian males. One minority female was promoted to an underutilized category for females.

#### 2. Recruitment

**FY 2009 Plan:** The following recruitment plans were submitted for FY 2009:

- Will actively seek and target more populations, vocational schools, and organizations to recruit for underutilized job categories.
- Increase exposure at career fairs.
- Utilize the DAS recruitment and retention specialist to place/retain protected class individuals.
- Will continue to update and expand the multi-cultural list for distribution of vacancy announcements.

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- Will continue to attend multi-cultural events and job fairs in advance of recruitment.
- Will continue advertising in the Bystander, El Comunicador, Des Moines Register, Job Dig, Juice, and occasional radio spots, while looking for additional advertising outlets to target protected class individuals.

**FY 2009 Progress:** The following progress by ICN in FY 2009 was reported:

- ICN Management Liaison and Personnel Assistant attended the EEOC seminar on August 1, 2008.
- Personnel Assistant, Engineering Manager, and DAS Recruitment/Retention Coordinator hosted a booth at the Discovered Resources Job Fair in Waterloo, Iowa in October of 2008.
- Met advertising plan.
- Distributed vacancy announcements to multi-cultural and diverse organizations with instructions on how to apply.
- Note: vacancies were limited in FY 2009, which in turn limited recruitment opportunities.

### 3. Retention

**FY 2009 Plan:** Managers will focus on helping employees to feel included in the following areas:

- Encourage employee networking between divisions.
- Provide services of the Employee Recognition Committee run by volunteer employees for mutual team support and peer recognition.
- Communicate ICN's vision, goals, and progress.
- Conduct semi-annual job satisfaction surveys and review data to identify issues and priorities.
- Executive Director meets with all ICN employees quarterly to give updates, awards, and answer questions.
- Utilize the ICN intranet to keep ICN employees updated on all aspects of employment.
- ICN publishes the "ICN Insider" to update employees through e-mail. "Updater" messages are sent throughout the day to remind employees of deadlines, opportunities, etc.
- Supervisors are encouraged to meet with their direct reports on a regular basis.

## Section II.

**FY 2009 Progress:** These plan items are in place and ongoing.

### 4. Training

**FY 2009 Plan:** ICN requires all hiring managers and employees, at a minimum, to take the DAS Diversity Training course required by Executive Order Four.

**FY 2009 Progress:** ICN reports the following training progress for FY 2009:

- All ICN hiring managers and employees attended the required DAS Diversity Training courses.
- All ICN employees attended Customer Relations training offered by DMACC in the spring of 2009.
- New ICN employees were required to attend the Preventing Sexual Harassment and Diversity Training as soon as possible after hire.

### FY 2010 DEPARTMENT DIVERSITY AND AFFIRMATIVE ACTION PLANS

**General Programs to Promote Diversity** – FY 2010 Plan is to develop/maintain a unified diverse workforce. Measure: Low turnover rate of underutilized employees hired.

Item	Activity	Target Completion Date
a.	Managers will continue to attend Diversity Training for Supervisors.	EOFY 2010
b.	Provide opportunities for employees to feel included and valued.	Ongoing

**Affirmative Action** – FY 2010 Plan is to hire additional females in underutilized category and persons with disabilities. Measure: Correct underutilization.

Item	Activity	Target Completion Date
a.	Expand recruiting to target more females.	Ongoing
b.	Partner with Vocational Rehabilitation Services.	End of FY 2010
c.	Continue to advertise in minority publications.	Ongoing

## Section II.

### Iowa Public Employment Retirement System (IPERS)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	13	5	0		14	5	0		-1	0	0			
Professional	55	36	5		54	36	5		1	0	0			
Technical	2	2	0		2	2	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	9	7	2		11	9	2		-2	-2	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>79</b>	<b>50</b>	<b>7</b>	<b>4</b>	<b>81</b>	<b>52</b>	<b>7</b>	<b>4</b>	<b>-2</b>	<b>-2</b>	<b>0</b>	<b>0</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	BA	BA		BA	BA		BA	BA		BA	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

IPERS did not submit a diversity statement.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

IPERS is underutilized for persons with disabilities (PWD) by four. IPERS goal is to hire one PWD in FY 2009. IPERS intends to fill several vacant positions as it begins to fully implement a new benefits administration system.

##### **FY 2009 Progress:**

IPERS hired five persons during FY 2009, of which two were internal promotions and three were promotions from other state agencies. IPERS is not aware that any of these new staff identify themselves as PWD.

#### 2. Recruitment

##### **FY 2009 Plan:**

IPERS has a customized recruitment strategy depending on the job class/position. The hiring supervisor, their division administrator, and the Chief Operations Officer will all be involved in the recruitment process to implement Executive Order Four. IPERS will strive to use the tools and techniques provided in the DAS management diversity training.

##### **FY 2009 Progress:**

IPERS hired five persons during FY 2009, of which two were internal promotions and three were promotions from other state agencies. IPERS is not aware that any of these new staff identify themselves as PWD.

#### 3. Retention

##### **FY 2009 Plan:**

- Participation in the Golden Dome awards program.
- Participation in the Length of Service program.

##### **FY 2009 Progress:**

IPERS held multiple employee recognition events during FY 2009.

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### 4. Training

#### FY 2009 Plan:

All management and staff has or will participate in day long diversity training provided by DAS during FY 2009.

#### FY 2009 Progress:

All but three employees attended this training in FY 2009.

### 5. General Programs to Promote Diversity

#### FY 2009 Plan:

IPERS conducted a culture audit of IPERS and created a transition management plan to guide the department in the future staffing at IPERS.

#### FY 2009 Progress:

IPERS management proactively utilizes the culture audit to ensure among other things diversity within IPERS.

## FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

**Diversity** – Ensure inclusiveness and organizational awareness of diversity issues at IPERS. Measure: All staff will have attended diversity awareness training by the end of the year.

Item	Plan	Timeframe
a.	Manage and monitor diversity.	6/10
b.	Deliver diversity awareness training to staff.	6/10

**Affirmative Action** – IPERS workforce will mirror the diversity of the available labor pool in Iowa. Measure: Females, minorities, and persons with disabilities will be represented at no less than their representation in their respective relevant labor pool.

Item	Plan	Timeframe
a.	Identify resources to assist in recruiting persons with disabilities when jobs are posted.	8/09
b.	Encourage DAS to conduct survey of staff to identify those that consider themselves as having a disability.	7/09

## Section II.

### Department of Justice (DOJ)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	28	10	0		28	10	0		0	0	0			
Professional	193	100	10		185	95	9		8	5	1			
Technical	1	1	0		1	1	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	38	38	2		36	36	2		2	2	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>260</b>	<b>149</b>	<b>12</b>	<b>4</b>	<b>250</b>	<b>142</b>	<b>11</b>	<b>4</b>	<b>10</b>	<b>7</b>	<b>1</b>	<b>0</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	BA		1	BA		0	BA		1	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>1</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>23</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	NA	NA	NA	NA
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSTIY STATEMENT

DOJ did not submit a diversity statement.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

The FY 2009 plan was intended to address a very small underutilization of female professionals and an underutilization of persons with disabilities office-wide.

#### 1. Hiring Practices

##### FY 2009 Plan:

No specific hiring practices plans or changes were reported. DOJ will consult with DAS as needed with questions in this area.

#### 2. Recruitment

##### FY 2009 Plans:

- Increase advertisement in female publications and on websites of organizations of women lawyers.
- Increase advertisement in law school recruitment offices and publications of women law students.
- Encourage and support current female attorneys to network in their professional organizations to promote recruitment.
- Post jobs with statements encouraging women to apply.
- Send job announcements to the Department for the Blind, the Division of Vocational Rehabilitation Services, the Division of Persons with Disabilities, and the Division of Deaf Services.
- Include a statement in all job announcements to encourage application by those with disabilities and list the Iowa Relay phone number in job announcements.
- Expand recruitment to include other groups such as community advocacy groups.

##### FY 2009 Progress

Underutilization for women professionals and persons with disabilities did not change in FY 2009. Job openings have attracted exceptional candidates, both male and female. There were few applicants from persons known to have disabilities.

## Section II.

### 3. Retention

#### **FY 2009 Plan:**

- Provide flexibility with part-time hours and flexible schedules.
- Improve the Department's career development and training programs.
- Conduct exit interviews in most, if not all, staff departures in order to determine whether conditions are conducive to a diverse workforce.
- Maintain awareness of parking and work area needs for persons with disabilities.

#### **FY 2009 Progress:**

It is difficult to measure progress on the retention plans.

### 4. Training

#### **FY 2009 Plan**

All managers will be required to take training on diversity in the workplace.

#### **FY 2009 Progress**

In FY 2009, all DOJ employees completed DAS diversity training.

### 5. General Programs to Promote Diversity

#### **FY 2009 Plan**

No specific program to promote diversity was reported.

## **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

### **Diversity**

DOJ will notify all staff of diversity-related cultural and educational opportunities and encourage attendance as the budget permits.

### **Affirmative Action**

DOJ has a very small underutilization for women professionals and underutilization for persons with disabilities office-wide. DOJ will continue to recruit more broadly as described above in the FY 2009 plan.

## **Section II.**

### **Hiring and Retention**

DOJ will continue to provide flexibility in working conditions, maintain an awareness of needs of persons with disabilities, and conduct exit interviews to determine what factors caused employees to leave.

## Section II.

### Law Enforcement Academy (ILEA)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	2	1	0		2	1	0		0	0	0			
Professional	13	4	0		14	4	0		-1	0	0			
Technical	0	0	0		0	0	0		0	0	0			
Protective Service	1	1	0		1	1	0		0	0	0			
Admin. Support	8	8	0		7	7	0		1	1	0			
Skilled Craft	2	0	0		2	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	26	14	0	0	26	13	0	0	0	1	0	0		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	BA		4	BA		0	BA		4	BA	
3. Technical	NA	NA		NA	NA		NA	NA		NA	NA	
4. Protective Service	BA	BA		BA	BA		BA	BA		BA	BA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	BA	BA		BA	BA		BA	BA		BA	BA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				4	0	2	0	0	0	4	0	2

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			0		0

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

The three-to-five-year goals for ILEA include providing up-to-date and state-of-the-art training to peace officers, jailers, and telecommunication specialists by well trained instructors with adequate equipment in a state-of-the-art facility. Improving diversity will help assure the best training for all backgrounds.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### FY 2009 Plan:

- The ILEA plans to hire one part-time support staff and two instructors in FY 2009. DAS BrassRing will be utilized. The International Association of Chiefs of Police (IACP) has a free website that will be used for the Law Enforcement Instructor recruitment.
- All applicants will be considered with minimum standards of job requirements being used for initial screening. First level interviews will be conducted by staff or the ILEA advisory committee with final interviews being conducted by the Director.

##### FY 2009 Progress:

- The part-time support staff was hired. This person was a female. Several persons were interviewed.
- One instructor was hired during FY 2009. This person was a male. There were no qualified female or minority applicants that applied for this position.

#### 2. Recruitment

##### FY 2009 Plan:

The Academy will be using the DAS BrassRing and IACP website to advertise for Law Enforcement Instructor.

##### FY 2009 Progress:

The DAS BrassRing was used for the advertising of the instructor position. The IACP website was not used during this cycle but will be considered for use in the future.

## Section II.

### 3. Retention

#### FY 2009 Plan:

No retention plans were reported by ILEA for FY 2009.

### 4. Training

#### FY 2009 Plan:

- The support staff supervisor will attend the required management training in October 2009. The Director plans to utilize the "Making a Difference with Diversity" during the regular staff meeting throughout fiscal year 2009. This training may go into FY 2010.
- The ILEA supervisor will also be attending diversity training in October 2009 and the monthly "Making a Difference with Diversity" training.

#### FY 2009 Progress:

All ILEA staff has completed the diversity training through DAS.

### 5. General Programs to Promote Diversity

#### FY 2009 Plan:

The Academy trains approximately 240 new officers each year. Although the Academy is not involved in the hiring process for these individuals, the Academy works with persons with differences in age, race, color, sex, religion, and sexual orientation on a routine basis. The diversity training will help assure that all individuals are treated similarly.

#### FY 2009 Progress:

The training was completed for all ILEA staff.

## FY '10 DIVERSITY AND AFFIRMATIVE ACTION PLANS

**Diversity** – Develop continued awareness of cultural competency. Measure: One activity every other month at regular staff meetings

Item	Plan	Timeframe
a.	Utilize activities from Making a Difference with Diversity	FY 2011

## Section II.

**Affirmative Action** – Increase minority, persons with disability and female instructor.  
Measure: Hire one minority or female instructor if application meets requirements

Item	Plan	Timeframe
a.	Work with DAS and Task Force	FY 2010
b.	Work with staff to determine ways to have more diverse persons in law enforcement	FY 2010
c.	Youth Academy	FY 2010/FY 2011

**3. Hiring and Retention** – Hire two new instructors and assure staff awareness of vision. Measure: Hiring completed FY 2010

Item	Plan	Timeframe
a.	Work with DAS	FY 2010
b.	Continue with annual full staff retreats	On-going
c.	Continue with monthly staff meeting	On-going

## Section II.

### Lottery (ILOT)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	20	9	1		20	9	0		0	0	1			
Professional	61	16	1		62	19	1		-1	-3	0			
Technical	8	6	0		9	6	0		-1	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	20	15	3		20	15	3		0	0	0			
Skilled Craft	2	0	1		0	0	0		2	0	1			
Service/Maint.	0	0	0		2	0	1		-2	0	-1			
<b>TOTALS</b>	<b>111</b>	<b>46</b>	<b>6</b>	<b>7</b>	<b>113</b>	<b>49</b>	<b>5</b>	<b>5</b>	<b>-2</b>	<b>-3</b>	<b>1</b>	<b>2</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	NP	BA		3	BA		0	BA		3	BA	
2. Professional	PN	BA		3	BA		-1	BA		4	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	BA	BA		BA	BA		BA	BA		BA	BA	
<b>TOTALS</b>				<b>6</b>	<b>0</b>	<b>7</b>	<b>-1</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>0</b>	<b>5</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	Yes	2	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>2</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

Improving diversity at Lottery will help the department by fostering a positive creative environment that attracts talented individuals, encourages staff to maximize their potential and enhances the Lottery's ability to respond to the changing needs of its stakeholders with innovative solutions.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

- **Hiring Practices**

**FY 2009 Plan:**

No plans or goals were reported for FY 2009.

- **Recruitment**

**FY 2009 Plan:**

In FY 2009, the Lottery will look at ways to broaden the dissemination of postings to a larger segment of the population.

**FY 2009 Progress:**

- In FY 2009, the Lottery added an employment section to its website.
- In FY 2009, the Lottery used Career Builders to reach more candidates.

- **Retention**

**FY 2009 Plan:**

Due to low turnover, no plans or goals were implemented.

- **Training**

**FY 2009 Plan:**

In FY 2009, the Lottery will implement the use of the DAS on-line orientation program.

**FY 2009 Progress:**

This has not been implemented at this time.

## **Section II.**

- **General Programs to Promote Diversity**

**FY 2009 Plan:**

No plan was reported.

**FY 2010 Diversity and Affirmative Action Plans**

The Lottery reported no new plans or initiatives for FY 2010.

## Section II.

### Department of Management (DOM)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	3	2	0		4	2	0		-1	0	0			
Professional	26	11	1		26	9	2		0	2	-1			
Technical	0	0	0		0	0	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	2	2	0		2	2	0		0	0	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>31</b>	<b>15</b>	<b>1</b>	<b>0</b>	<b>32</b>	<b>13</b>	<b>2</b>	<b>1</b>	<b>-1</b>	<b>2</b>	<b>-1</b>	<b>-1</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	NP		BA	0		BA	0		BA	0	
2. Professional	PN	BA		5	BA		3	BA		5	BA	
3. Technical	NA	NA		NA	NA		NA	NA		NA	NA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	NP		BA	0		BA	0		BA	0	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>5</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>-1</b>	<b>5</b>	<b>0</b>	<b>3</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	Yes	1	No	No
3. Technical	NA	NA	NA	NA	NA
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>1</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

Having a diverse and capable DOM staff would help ensure positive interaction with all policy areas.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### FY 2009 Plan:

- DOM will recruit through BrassRing, print ads, and college interns.
- Each team leader recruits for his or her respective team.
- Managers will attend diversity training.
- The methods and activities DOM plans to initiate will include its employees in all activities.

#### FY 2009 Progress:

- DOM posted four vacancies on BrassRing in FY 2009.
- DOM used print and web ads to recruit in FY 2009.
- DOM used three college interns during FY 2009.
- DOM managers and supervisors attended full-day and half-day diversity training.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

#### Diversity

All DOM managers will attend at least one diversity related event or seminar.

#### Affirmative Action

DOM is underutilized for persons with disabilities and females. DOM will focus on these two protected classes by requiring hiring managers to establish a recruitment plan when underutilized job classes are posted. For persons with disabilities, this includes all job classes. For females, this includes the job classes listed in EEO category 2 (Professional).

#### Hiring and Retention

DOM will consult with DAS with recruitment and hiring questions as needed.

## Section II.

### Department of Natural Resources (DNR)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	126	35	2		134	35	2		-8	0	0			
Professional	512	174	31		514	168	32		-2	6	-1			
Technical	148	18	2		155	23	3		-7	-5	-1			
Protective Service	113	10	8		122	10	8		-9	0	0			
Admin. Support	47	43	4		49	45	5		-2	-2	-1			
Skilled Craft	4	0	0		4	0	0		0	0	0			
Service/Maint.	2	2	0		2	2	0		0	0	0			
<b>TOTALS</b>	<b>952</b>	<b>282</b>	<b>47</b>	<b>34</b>	<b>980</b>	<b>283</b>	<b>50</b>	<b>36</b>	<b>-28</b>	<b>-1</b>	<b>-3</b>	<b>-2</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	PN	PN		11	2		0	0		11	2	
2. Professional	PN	NP		33	7		4	0		29	7	
3. Technical	PN	PN		60	8		-3	0		63	8	
4. Protective Service	PN	NP		39	13		0	0		39	13	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	BA	BA		BA	BA		BA	BA		BA	BA	
8. Service/Maint.	BA	BA		BA	BA		BA	BA		BA	BA	
<b>TOTALS</b>				<b>143</b>	<b>30</b>	<b>71</b>	<b>1</b>	<b>0</b>	<b>-1</b>	<b>142</b>	<b>30</b>	<b>72</b>

## Section II.

### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	Public Service Executives 2-6, Executive Offer 1-3	Yes	5		
1. Official /Admin.	Public Service Executives 2-6, Executive Officer 1-3			Yes	1
2. Professional	Training Specialists 1-2, Right of Way Agent 2-3, Information Technology Specialist 4-5, Environmental Engineer and Engineer Sr., Facilities Engineer 1-2, Natural Resources Biologist, forester 2-3, Information Specialist 1-3	Yes	10		
2. Professional	Training Specialist 1-2, Statistical Research Analyst 2-3, Natural Resources Biologist, Forester 2-3, Information Specialist 1			Yes	1
3. Technical	Natural Resource Technicians 1-2	Yes	2		
3. Technical	Natural Resource Technician 1-2, Accounting Tech 1-2			Yes	1
4. Protective Service	Park Rangers, Conservation Officers	Yes	1		
4. Protective Service	Park Ranger, Conservation Officer			Yes	1
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>18</b>		<b>4</b>

Note: EEO category 5 is not used by the State.

### DEPARTMENT DIVERSITY STATEMENT

The Department has a documented, consistent process for recruiting, screening, interviewing and hiring. It is the policy of the DNR to provide equal treatment in employment and provision of services to applicants, employees and customers without regard to race, color, national origin, sex, sexual orientation, gender identity, religion, age, disability or veteran status.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### FY 2009 Plan:

No specific plan was established for FY 2009.

##### FY 2009 Progress:

While no specific plan was established, DNR has implemented a Hiring Improvement Plan to address issues of concern that were raised in the hiring practices review conducted by DAS.

## Section II.

In addition, members of the DNR Hiring Team provided an in-depth training to members of the Diversity Action Taskforce, Hiring Subcommittee. In addition to discussing the actual hiring process, mock interviews highlighting the difference in the quality of candidate responses were held. This was done to provide greater detail about the hiring process and the role of Hiring Team members.

### 2. Recruitment

#### **FY 2009 Plan:**

- DNR effectively recruits protected class applicants for vacant underutilized positions.
- Develop and implement a long term initiative to nurture young people for a career in natural resources.

#### **FY 2009 Progress:**

- DNR updated its list of people/places job announcements and sent from 30 to 130.
- Career center accounts have been set up at colleges or universities in all fifty states.
- DNR has established a long term focus on recruitment. This includes:
  - Activities to connect middle and high school students to natural resources and DNR.
  - Developed an Asian Outreach Internship pilot, funded by the Asian community. DNR plans to expand this program to the Hispanic community.
  - Ongoing use of social networking web sites.
  - Participate in leadership, career readiness and career fair events.
  - Monthly advertising in African American and Latino newspapers.
  - Partnership with the Iowa Vocational Rehabilitation Services (IVRS) to provide job shadowing and training opportunities for persons with disabilities. DNR placed ten clients in customized training situations in various areas of DNR, some as temporary employees and some as VISTA volunteers. DNR was named 2009 Employer of the Year by IVRS.

## Section II.

### 3. Retention

#### **FY 2009 Plan:**

DNR retains protected class employees as long as or longer than the average years of service for all employees. Data shows that DNR staff tends to work their entire career with DNR, but with shorter tenure for females and minorities.

#### **FY 2009 Progress:**

- **Satisfaction Survey** - DNR has been actively working on employee retention for a number of years. A satisfaction survey is conducted annually. DNR has provided more communication regarding the results of the survey and changes resulting from the survey.
- **Mentoring Program** – The Diversity Action Taskforce began developing this program for new employees to improve the retention rate.
- **Education** – A power point presentation was developed to educate staff about the workforce makeup of DNR. This was in response to comments from the survey. Data includes:
  - Percent females, minorities, and persons with disabilities compared to the available Iowa labor pool
  - Comparisons with other state departments
  - Information on DNR underutilized job classes
  - Number of females and minorities needed to balance the workforce in management and supervisory positions
  - Average length of service for females and various racial/ethnic sub-groups

### 4. Training

#### **FY 2009 Plan:**

DNR continues to be committed to providing staff with ongoing training.

#### **FY 2009 Progress:**

The following summarizes training provided by DNR:

- Best Management Practices for Supervisors is an internally developed training program. It is provided annually and covers current issues and promotes sound and consistent management skills. A diversity related topic is included each year.

## Section II.

- All supervisors and managers have attended required diversity training as mandated by Executive Order Four. To date 54% of staff have completed training and another 10% has been scheduled.
- All new DNR employees continue to be required to take the DAS course titled Valuing Diversity. For FY 2009, 24 of 29 new employees completed the course and the remaining four are registered.
- DNR requires all supervisors to take the DAS Applied Management Series. In FY 2009, the required training was narrowed to specific coursework from that series. However, additional classes determined to be important to DNR were added to the requirement.
- New Supervisor Orientation process has been developed to ensure that new managers have made arrangements for training and development needed for early success. A mentor is also assigned.

### 5. General Programs to Promote Diversity

#### FY 2009 Plan:

DNR actively supports work that promotes cultural diversity.

#### FY 2009 Progress:

The Diversity Action Committee began a series of monthly educational displays, highlighting various celebrations, historical events, or official remembrances. Invitations are sent to staff via e-mail to visit the displays on the second floor of the Wallace building. An educational quiz is also offered.

A pilot project is being developed to extend this program beyond Des Moines.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

**Diversity** – DNR employees will have an understanding of the value of diversity within the organization. Measure: In the FY 2010 survey, 30% fewer employees will make negative comments related to diversity than in the FY 2009 survey.

Item	Plan	Timeframe
a.	Update standard recruiting e-mail list.	5/1/09
b.	Reformulate diversity Action Taskforce and develop goals.	9/1/09
c.	Construct monthly diversity displays.	Monthly beginning 2/09
d.	Staff will have access to up-to-date information on diversity within the DNR.	Annually, updated by 10/1/09

## Section II.

**Affirmative Action** – DNR will continue to implement and support activities that will result in a more diverse organization. Measure: DNR will increase the number of direct contacts with underrepresented groups by 50%

Item	Plan	Timeframe
a.	Reconvene focus groups of protected class staff and compare results with previous outcomes.	1/15/10
b.	Continue the relationship with IVRS by expanding the areas that use customized training. Establish a minimum of five opportunities.	3/30/09
c.	Participate in the State's ambassador recruiter program (DAS).	12/31/09
d.	Implement the Hiring Improvement Plan.	10/30/09
e.	Initiate long-term outreach to urban and minority students.	5/31/10
f.	Increase recruiting for underutilized job classes.	9/1/09

**Hiring and Retention** – Improve understanding of separation/retention issues. Measure: Retention and exit survey is implemented and data is analyzed.

Item	Plan	Timeframe
a.	Align the exit survey and retention survey.	6/30/10
b.	Implement the use of an exit survey and process.	6/30/10

## Section II.

### *Iowa Board of Parole (IBOP)*

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	6	3	3		6	2	4		0	1	-1			
Professional	6	4	0		6	4	0		0	0	0			
Technical	0	0	0		0	0	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	3	3	2		2	2	1		1	1	1			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>15</b>	<b>10</b>	<b>5</b>	<b>1</b>	<b>14</b>	<b>8</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>		

#### FY 2009 UNDERUTILIZATION

Departments with 25 or fewer employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

#### DEPARTMENT DIVERSITY STATEMENT

IPOB did not submit a diversity statement.

#### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

Because this department has fewer than 25 employees, underutilization is not tracked; however, the department reported the following activities for FY 2009:

##### 1. Hiring Practices

###### **FY 2009 Plan:**

BOP will collaborate with DAS to improve its hiring practices.

###### **FY 2009 Progress:**

IBOP has been working with the DAS Personnel Officer on improving its hiring practices.

##### 2. Recruitment

**FY 2009 Plan:** IBOP will collaborate with DAS for assistance if needed for recruitment of qualified potential candidates for employment.

## Section II.

### **FY 2009 Progress:**

DAS has been helpful in providing various suggestions to IBOP in the recruitment area.

### **3. Retention**

#### **FY 2009 Plan:**

IBOP is facing at least one-third of its workforce becoming eligible for retirement in the next five years. IBOP is trying to retain the valuable knowledge of those employees and transfer it to other staff that will hopefully remain after the potential retirees leave. The transfer of knowledge will include developing standard operating procedures (desk manuals, etc.) for critical position that would most likely be impacted by the retirements.

#### **FY 2009 Progress:**

The procedures are an on-going work in progress.

### **4. Training**

#### **FY 2009 Plan:**

Research various state-sponsored training seminars and workshops offered to line staff and management that improves the daily operation of a diverse workplace.

**FY 2009 Progress:** When such opportunities present themselves, line staff and management are informed and encouraged to attend whenever possible.

## **FY 2010 DEPARTMENT DIVERSITY AND AFFIRMATIVE ACTION PLANS**

### **Affirmative Action Plan:**

The IBOP has 15 employees; 73% females, 13% minority, and no persons with disabilities. The IBOP goal is to retain its diversity and increase persons with disabilities if a vacancy is created. This will be done using state-sponsored seminars and workshops.

## Section II.

### Department of Public Defense (DPD)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	37	8	0		37	7	0		0	1	0			
Professional	120	49	5		106	46	6		14	3	-1			
Technical	9	5	0		10	5	0		-1	0	0			
Protective Service	105	4	12		101	6	10		4	-2	2			
Admin. Support	10	9	0		10	9	0		0	0	0			
Skilled Craft	75	3	3		78	2	3		-3	1	0			
Service/Maint.	24	11	4		21	9	2		3	2	2			
<b>TOTALS</b>	<b>380</b>	<b>89</b>	<b>24</b>	<b>17</b>	<b>363</b>	<b>84</b>	<b>21</b>	<b>19</b>	<b>17</b>	<b>5</b>	<b>3</b>	<b>-2</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	PN	PN		5	1		1	0		4	1	
2. Professional	NP	BA		6	1		0	0		6	1	
3. Technical	BA	NP		BA	0		BA	0		BA	0	
4. Protective Service	PN	BA		7	BA		-2	BA		6	BA	
6. Admin. Support	BA	NP		BA	0		BA	0		BA	0	
7. Skilled Craft	PN	NP		1	2		0	0		1	2	
8. Service/Maint.	BA	NP		BA	1		BA	2		BA	-1	
<b>TOTALS</b>				<b>19</b>	<b>5</b>	<b>19</b>	<b>-1</b>	<b>2</b>	<b>-2</b>	<b>17</b>	<b>3</b>	<b>21</b>

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### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	Public Service Executive series and Executive Officer series	Yes	1		
1. Official /Admin.	Executive Officer series	No	No	Yes	1
2. Professional	Emergency Management Specialist series	Yes	2		
2. Professional	Emergency Management Specialist series			Yes	1
3. Technical	None	No	No	No	No
4. Protective Service	NA	Yes	2	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	Heavy Equipment Operator	Yes	2	Yes	1
8. Service/Maint.	Custodial Worker	No	No	Yes	1
<b>TOTALS</b>			<b>7</b>		<b>4</b>

Note: EEO category 5 is not used by the State.

### DEPARTMENT DIVERSITY STATEMENT

DPD did not submit a diversity statement.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### FY 2009 Plan:

DPD implemented written procedures on hiring practices and screening methodologies. DPD also developed a Department Hiring Panel. The department screens hiring packet information and Brass Ring applications to ensure the integrity of the process is legitimate before allowing the hire to take place. DPD plans to meet with the Iowa Department of Natural Resources to observe their process and consider using it at DPD.

##### FY 2009 Progress:

DPD progress in developing the hiring practices has been enhanced with a change in Command Leadership and philosophies. DPD reports a 23-25% ratio of females in the Department, which is below the State of Iowa available labor pool of 51.4% female. DPD also reports an increased workforce percentage (6.3%) of minorities which is half a percentage point over last years. We did lose two persons with disabilities from retirement dropping us below the state available labor pool.

## Section II.

### 2. Recruitment

#### **FY 2009 Plan:**

DPD reports few recruitment issues other than the level of experience required for most positions. With current economic issues in the state and country, no lack of applicants is apparent. The Iowa National Guard division of this department provides an excellent candidate pool for motivated and experienced personnel.

#### **FY 2009 Progress:**

DPD reports that while they are making progress and are able to recruit enough candidates, they are below the levels for females and minorities that would be considered a balanced workforce. They cite past inherent traditions in the military, where applicants tend to consider it a male-dominated occupation. DPD monitors the Department of Defense (National Guard) which again is a main recruitment pool. DPD reports that DOD also has difficulty maintaining a balanced workforce. DPD reports that their goal is to ensure that the DPD percentages do not fall below the DOD numbers. Currently, they are achieving about three times as many women as the DOD. The goal is to continue this trend.

DPD continues to review positions to identify those which could be made entry level and, therefore, easier for which to apply. Ten Administrative Intern positions are being created and a mentoring program is also in use to meet their recruitment responsibilities.

### 3. Retention

#### **FY 2009 Plan:**

DPD retention plan emphasizes using the latest training techniques as a job satisfaction retention tool. Addressing poor performance and rewarding top performance is another retention strategy reported.

#### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

DPD will continue with the established plans and methods in FY 2010.

## Section II.

### **Public Employment Relations Board (PERB)**

#### **FY '09 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	3	1	0		3	1	0		0	0	0			
Professional	4	2	0		5	2	0		-1	0	0			
Technical	1	1	0		1	1	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	2	2	0		2	2	0		0	0	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>10</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>		

#### **DEPARTMENT DIVERSITY STATEMENT**

Our agency serves a diverse population and it is our belief that to the extent our agency staff can reflect this diversity, a better relationship will occur which advances the goal of the agency.

#### **FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT**

Departments with 25 or fewer employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

However, PERB follows a standard practice:

- When there is a vacancy, qualifications are determined and applicants sought by ads placed in the Des Moines Register as well as through the State's own system.
- The three board members are responsible for all recruitment and/or hiring for any vacant positions within the agency.
- The Board chairman has participated in the state-sponsored Diversity Workshop

#### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

No plans or changes were reported for FY 2010.

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### Iowa Department of Public Health (IDPH)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	85	61	3		82	61	3		3	0	0			
Professional	278	191	20		271	182	19		7	9	1			
Technical	12	9	1		12	9	1		0	0	0			
Protective Service	4	1	0		4	1	0		0	0	0			
Admin. Support	75	69	6		69	63	6		6	6	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	454	331	30	34	438	316	29	37	16	15	1	-3		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	NP		2	3		-1	3		3	2	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	BA	BA		BA	BA		BA	BA		BA	BA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				2	3	13	-1	3	-2	3	2	15

#### FY '10 Hiring Goals for Targeted Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	Information Technology Specialist 4 and 5	No	No	Yes	3
2. Professional	Health Professional Investigator and Pharmacist	Yes	2	No	No
3. Technical	None	No	No	No	No
4. Protective Service	None	No	No	No	No
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			2		3

Note: EEO category 5 is not used by the State.

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### DEPARTMENT DIVERSITY STATEMENT

The actions defined in the IDPH diversity plan will become an important part of how it implements organizational strategic plan. Each of its strategies requires that its activities promotes diversity throughout the public health and health care system as it seeks to eliminate health disparities and promote and protect the health of all Iowans.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

Use services of Iowa Vocational Rehabilitative Services (IVRS) to employ more persons with disabilities.

##### **FY 2009 Progress:**

Education Coordinator met with a representative from IVRS to discuss promotion of employment services for persons with disabilities. (November 2008).

IDPH Workforce Team met with a representative from IVRS to review services available through IVRS and discussed how IVRS programs are implemented (December 2008).

#### 2. Recruitment

##### **FY 2009 Plan:**

- Expand the internship program by expanding partnerships with academia to recruit candidates for internships, including persons from diverse backgrounds. Establish consistent internal procedures.
- Use public health partners to help recruit diverse employees.
- Generate ideas for recruitment.
- Attend career and recruitment fairs throughout the state (organized by DAS, as part of Ambassador Program).
- Attend ethnic festivals in the Des Moines area, in particular Asian and Latino festivals, Juneteenth.
- Use the department's website to promote public health careers, internships and job openings. Link to DAS website for job openings.
- Involve the department's Office of Multicultural Health in identifying recruitment strategies.
- After employees have attended the State diversity training, the IDPH Workforce Team will solicit recruitment ideas from employees in their

## Section II.

divisions. We will identify ways in which we can use minority employees to recruit other minorities.

- Expand department contacts with public health partners to recruit qualified workers, including persons from diverse backgrounds.
- Develop strategies to recruit Generation X and Y employees.
- Identify orientation and mentoring/leadership development opportunities for interns.

### **FY 2009 Progress:**

- Worked with an intern from Des Moines University to establish an online training for intern supervisors, as well as a promotional brochure for internal promotion to IDPH staff (January – June 2009).
- Met with staff with the Office of Multicultural Health to discuss potential partnership activities (May 2009).
- Attended career discussions at the University of Iowa, College of Public Health (November 2008, March 2009).
- Participated in Iowa American Legion Hawkeye Boys State College Hour (June 2009).
- Created an Employment page on the IDPH website (June 2009).
- Partnered with Des Moines University and the University of Iowa to expand internship collaboration (January – June 2009).
- Included Interns in the new DPH employee orientation (January – June 2009).
- Attending the all-employee state diversity training (to be completed by December 2009).

### **3. Retention**

#### **FY 2009 Plan:**

- Provide two half-day new employee orientation sessions at time of hire. Follow-up sessions will be held at three and six months.
- Develop on-boarding strategies to retain employees. Review the use of exit interviews.
- Encourage individual employee and job skill development throughout each division and bureau.
- Develop a program and position mentoring plan (develop individual and group program and position mentoring opportunities).

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### **FY 2009 Progress:**

- New employee orientation was implemented on a quarterly basis (October 2008 – June 2009). Follow-up discussion sessions occur quarterly at three and six months after hire.
- Exit interview policy was reviewed and updated. The Education Coordinator is offering exit interview discussion for employees who request an interview. (New practice initiated February 2009.)
- IDPH managers encourage employees to participate in skill development training and activities during performance reviews.
- Education Coordinator communicated with the University of Iowa regarding a student internship project to develop a plan for mentoring opportunities. No student has been identified.

## **4. Training**

### **FY 2009 Plan:**

- Communicate the department's expectations for all employees to attend the mandatory state diversity training.
- Annual feedback from IDPH employees to determine overall training needs.
- Training opportunities will be posted on IDPH intranet.
- Evaluate in-house training to determine the effectiveness of training.
- New supervisors complete DAS Applied Management Series within three years of assuming supervisory status.
- New and experienced supervisory staff members participate in training offered by DAS and leadership programs such as Great Plains Public Health Leadership Institute.
- Health Literacy in-house training offered for employees.
- All current supervisors and employees will attend the mandatory diversity training.
- All new employees will receive mandatory diversity training.

### **FY 2009 Progress:**

- Mandatory state diversity training has been promoted and continues on a monthly basis until the target date is reached (April – June 2009).
- Evaluation and feedback on employee training needs is requested at in-house training through a feedback survey (July 2008 – June 2009).

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- Training opportunities are posted and updated on a monthly basis on IDPH intranet.
- Supervisors are participating in DAS Applied Management Series classes and participation is tracked by the personnel office.
- Four IDPH employees are participating in Great Plains Public Health Leadership Institute and will graduate September 2009.
- Health Literacy in-house training scheduled for September 23, 2009.
- IDPH is targeting that all employees and supervisors will complete the mandatory diversity training by December 2009.

### **5. General Programs to Promote Diversity**

#### **FY 2009 Plan:**

- Encourage supervisors to use the diversity activity guide “Making a Difference with Diversity” during staff meetings and bureau retreats.
- Affirmative Action Plan and Diversity Plan will be shared with all supervisors.
- Supervisors will be encouraged to become involved with recruitment efforts to reach minority candidates.
- Communicative and Planning Bureau (CAP), supervisors and executive team will research, plan and start implementing activities to broaden diversity in IDPH, using internal and external resources, including the Office of Multicultural Health, HEART Team and the IDPH Workforce Team.

#### **FY 2009 Progress:**

- Supervisors have been encouraged to use the diversity activity guide “Making a Difference with Diversity” during staff meetings and bureau retreats.
- Affirmative Action Plan and Diversity Plan overview was shared with supervisors and made available electronically.
- Supervisors will be encouraged to become involved with recruitment efforts to reach minority candidates when we introduce the supervisor manual in September 2009. The manual is being developed to strengthen the department’s hiring practices.
- CAP staff and the IDPH Workforce Team met with the Office of Multicultural Health to discuss activities to broaden diversity within IDPH (May 2009).

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### FY 2010 DEPARTMENT DIVERSITY AND AFFIRMATIVE ACTION PLANS

IDPH submitted a Workforce Plan for FY 2010. The following plans relating to diversity and affirmative action were provided:

**General Diversity** – Promote awareness of diversity issues in the department. Measure: Completion of activities; participation in trainings/programs being created; feedback from surveys of participants.

Item	Activity	Timeframe
a.	All IDPH employees attend DAS diversity training.	December 2009, ongoing for new employees.
b.	Participate in DAS recruitment activities, Ambassador Program.	Timeline based on DAS leadership.

**Affirmative Action** – Promote awareness of hiring employees in underutilized categories. Measure: Completion of activities; participation in training/programs being created; feedback from surveys of participants.

Item	Activity	Timeframe
a.	Identify recruitment strategies for Health Professional Investigator and Pharmacist positions.	June 2010
b.	Identify recruitment strategies for Information Technology Specialist 4 and Information Technology Specialist 5 positions.	June 2010
c.	Presentation to bureau chiefs from Iowa Vocational Rehabilitation staff for collaboration opportunities. Use the services of Iowa Vocational Rehabilitation to employ more persons with disabilities.	June 2010
d.	Advertise in professional journals.	June 2010
e.	Supervisors attend Applied Management Series classes, including DAS Affirmative Action and Diversity training.	June 2010 and ongoing for new supervisors.
f.	Office of Multi-cultural Health internship program	June 2010 and ongoing.
g.	Staff referrals to personnel manager. (Staff members refer applicants to Personnel Manager for positions that staff feels are an appropriate fit.)	June 2010 and ongoing.

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### Department of Public Safety (DPS)

#### FY '09 Workforce Changes

EEO Category	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
1. Official /Admin.	54	8	1		49	8	0		5	0	1			
2. Professional	83	34	9		66	34	8		17	0	1			
3. Technical	66	32	5		66	33	5		0	-1	0			
4. Protective Service	662	55	16		678	55	18		-16	0	-2			
6. Admin. Support	120	95	1		124	98	1		-4	-3	0			
7. Skilled Craft	10	0	1		9	0	1		1	0	0			
8. Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>995</b>	<b>224</b>	<b>33</b>	<b>31</b>	<b>992</b>	<b>228</b>	<b>33</b>	<b>33</b>	<b>3</b>	<b>-4</b>	<b>0</b>	<b>-2</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	PN	NP		7	1		0	1		7	0	
2. Professional	NP	BA		7	BA		0	BA		7	BA	
3. Technical	NP	BA		3	BA		-1	BA		4	BA	
4. Protective Service	PN	PN		24	10		4	0		20	10	
6. Admin. Support	BA	PN		BA	4		BA	0		BA	4	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>41</b>	<b>15</b>	<b>74</b>	<b>3</b>	<b>1</b>	<b>-1</b>	<b>38</b>	<b>14</b>	<b>75</b>

#### FY '10 Hiring Goals for Targeted Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	Information Technology Administrator 2	Yes	1	No	No
2. Professional	Information Technology Specialist 3	Yes	1	No	No
3. Technical	Accounting Technician 2	Yes	1	No	No
4. Protective Service	Peace Officer Candidate	Yes	5	Yes	2
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>8</b>		<b>2</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

Diversity programs will help the department understand our customers better; enhance its ability to attract a more diverse workforce; create positive promotional opportunities and develop an image of cultural diversity.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan for Non-Sworn:**

- Hiring Reviews – All hires made by DPS in FY 2009 will be reviewed by the Commissioner's Office.
- Designate Authorized Person – designated person will post vacancies, distribute hiring lists, and update the DAS applicant tracking system.
- Implement updated Division Administrator hiring duties.
- Implement updated Supervisor's (hiring authority) duties.

##### **FY 2009 Progress for Non-Sworn:**

- All hires were reviewed by the Commissioner's Office.
- The Administrative Services Division- Human Resources (ASD-HR) was designated to coordinate these tasks.
- Division Administrators reviewed the DAS Applicant Screening Manual and Supervisor's and Manager's Manuals. They also identified lower level management to develop, modify and approve Position Description Questionnaires (PDQ) as openings or reclassifications occurred, develop and approve screening and selection devices, develop interview questions, and participate in the interview process.
- Supervisors have been following all departmental hiring policies and procedures, participated in development/review of PDQ's, interview questions, interview panels, scoring methods, selection of finalists for hire, oversee background checks, negotiations, new employee orientation, evaluations, and associated administrative coordination with ASD-HR.

##### **FY 2009 Plan for Sworn:**

Hiring Reviews – All hires made by DPS in FY 2009 will be reviewed by the Commissioner's Office.

##### **FY 2009 Progress for Sworn:**

All hires were reviewed by the Commissioner's Office.

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### **FY 2009 Plan for Sworn:**

Bureau Chief of the Plans, Research and Training Bureau will provide overall coordination of the recruitment and application function. A recruitment coordinator will be responsible for the department's recruitment program, including forty employees serving as primary recruiters in their specialty area. A Peace Officer Application Coordinator (POAC) will serve as the primary contact for peace officer applicants, applicant testing, and referral of qualified candidates to the Commissioner and Division Directors.

### **FY 2009 Progress for Sworn:**

These functions were operational in FY 2009. Orientation briefings were conducted throughout the state for applicants. Study guides for the Police Officer Selection Test (POST) were made available throughout the state for potential applicants and fitness assessment testing was moved to an indoor facility at ISU. Additional test session was conducted for military members deployed during initial testing.

## **2. Recruitment**

### **2009 Plan for Non-Sworn:**

DPS will work with DAS when a lack of qualified applicants is noted.

### **2009 Progress for Non-Sworn:**

Job applicants were plentiful for all non-sworn vacancies in FY 2009. No additional action required.

### **FY 2009 Plan for Sworn:**

Implement an innovative recruitment program through broader networking, speaker's program, high school and middle school marketing, web site campaigns, internet social networking, and pre-application orientation programs.

### **FY 2009 Progress for Sworn:**

Five orientation briefings were conducted in high minority areas of the state. Speaker Program was launched on the DPS web site. DPS actively used internet social sites for recruitment purposes. Conducted briefings for interns assigned to department headquarters. DPS joined the workforce readiness committee of the Central Iowa Society for Human Resource Management.

DPS has initiated contact and offered presentations with colleges in a nine-state area focused on women and minorities, and has expanded recruitment efforts to the military to all branches in seven states.

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### 3. Retention

#### **FY 2009 Plan:**

Continue with the existing DPS Orientation and On-Boarding Program: All new candidates in the Basic Academy are required to attend Orientation Day. Representatives from Human Resources and finance provide information to new employees and their spouses. First line supervisors conduct orientation and introduce new employees on the DPS email system.

#### **FY 2009 Progress:**

No change in program. The primary cause of loss of sworn personnel is retirement.

#### **FY 2009 Plan:**

Provide training and educational opportunities to support the business needs of DPS and promotion of employees. DPS uses the DAS Certified Public Manager (CPS) program, Northwestern's Staff and Command School, the FBI National Academy and the Law Enforcement Executive Development Seminar (LEEDS) programs.

#### **FY 2009 Progress:**

DPS sponsored nine employees in the DAS CPM program. Twenty-three employees graduated from the Northwestern Staff and Command school, one from the FBI National Academy, and three from the LEEDS program in FY 2009.

#### **FY 2009 Plan:**

Continue Awards and Recognition programs.

#### **FY 2009 Progress:**

DPS initiated the DNE Director's Commendation Award in FY 2009, and issued awards in the Commissioner's Recognition of Excellence, Chief's Commendation, DCI Director's Medallion and the SFM's Certificate of Recognition, and the Employee of the Month award programs. DPS also conducted promotional ceremonies to recognize promoted employees, length of service awards, and awards from outside entities in FY 2009.

### 4. Training

#### **FY 2009 Plan:**

Maintain training in diversity and cultural training.

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### FY 2009 Progress:

Compulsory DAS diversity training is 40% completed. Diversity and cultural training continues in the Academy for new employees. First line supervisors and management receive diversity/cultural training every two years. Selected employees attended Women Police Training.

### 5. General Programs to Promote Diversity

#### FY 2009 Plan:

DPS advances the promotion of diversity as a long term strategic objective to overcome questionable perceptions in law enforcement through increasing cultural knowledge and awareness of both current and applicants.

#### FY 2009 Progress:

DPS is developing a cultural celebration library of posters and flyers, emphasizes diversity in the DPS internal newsletter, notifies DPS employees of diversity events through e mail, has a representative on the Diversity Council established by Executive Order Four, participated in the Mosaic conference, and has plans for a diversity section on their departmental web site.

### FY 2010 DEPARTMENT DIVERSITY AND AFFIRMATIVE ACTION PLANS

DPS submitted a detailed Workforce Plan for FY 2010. The following plans relating to diversity and affirmative action were provided:

**Recruitment** – Retarget recruitment efforts to enhance outreach to potential minority and female peace officer applicants.

Item	Activity	Target Completion Date
a.	Research and Report on Best Practices to Promote Diversity in Recruitment.	November 1, 2009
b.	Identify characteristics of current female peace officers.	December 1, 2009
c.	Develop recruitment efforts to target potential female peace officer applicants.	January 1, 2010
d.	Develop cadre of female peace officer recruiters.	April 1, 2010
e.	Implement recruitment targeted at female applicants using female peace officer recruiters.	July 1, 2010
f.	Identify demographic characteristics of current minority peace officers.	December 1, 2009
g.	Develop recruitment efforts to target potential minority peace officer applicants.	January 1, 2010
h.	Develop cadre of minority peace officer recruiters.	April 1, 2010
i.	Implement recruitment targeted at minority applicants using minority peace officer recruiters.	July 1, 2010
j.	Develop employee survey to identify potential targeted recruitment strategies.	April 1, 2010

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**Recruitment** – Develop targeted recruitment efforts for minority applicants for civilian positions.

Item	Activity	Target Completion Date
a.	Collect, Analyze, and Report Data on Minority Applicants and Hires.	December 1, 2009
b.	Develop recruitment efforts to target potential minority applicants for civilian positions.	January 1, 2010

**Retention** – Develop a mentoring program to encourage career development of female civilian employees.

Item	Activity	Target Completion Date
a.	Research and report on best practices for formal mentoring programs.	January 1, 2010
b.	Collect and analyze data on applicants for supervisory positions.	February 1, 2010
c.	Develop plan and policy for mentoring program.	April 1, 2010

**Training** – New DPS Training for FY 2010

Item	Subject
a.	Jihad and Muslim Culture
b.	Survival Spanish for Law Enforcement
c.	2009 Iowa Association of Women Police Training Conference
d.	Irshad Manji's Lecture on Islamic Radicals
e.	Bias-based Policing/Civil Rights training

## Section II.

### Iowa Public Television (IPTV)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	15	11	0		16	11	0		-1	0	0			
Professional	48	24	0		47	23	0		1	1	1			
Technical	41	8	0		43	7	0		-2	1	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	6	5	1		7	6	1		-1	-1	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>110</b>	<b>48</b>	<b>1</b>	<b>1</b>	<b>113</b>	<b>47</b>	<b>1</b>	<b>1</b>	<b>-3</b>	<b>1</b>	<b>1</b>	<b>0</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	PN		1	1		-1	0		2	1	
3. Technical	PN	PN		1	1		0	0		1	1	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>2</b>	<b>2</b>	<b>9</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>9</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	Producer/Director	No	No	Yes	1
3. Technical	Studio Engineer Advanced	Yes	1		
3. Technical	Production Technician Senior			Yes	1
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>1</b>		<b>2</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

It is important that IPTV have representation of diversity in the workforce and understand and respect all types of people.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

Provide ongoing education of the correct hiring procedures for supervisors.

##### **FY 2009 Progress:**

- Some supervisors have attended DAS training courses.
- IPTV HR person meets with supervisors at the beginning of the hiring and recruitment process to review the steps of the hiring process and review interview questions and interview panel participants.

#### 2. Recruitment

##### **FY 2009 Plan:**

To comply with FCC rules, IPTV must recruit heavily for all non-merit positions.

##### **FY 2009 Progress:**

- IPTV continues to add organizations to the list of places that want to receive all job opening announcements. The list contains approximately 70 organizations. A special effort was made in FY 2009 to add female and minority organizations to the list.
- IPTV continues to recruit interns from colleges and universities.

#### 3. Retention

##### **FY 2009 Plan:**

IPTV has very little turnover. Most turnovers are due to retirement.

##### **FY 2009 Progress:**

No specific progress to report.

## Section II.

### 4. Training

#### **FY 2009 Plan:**

DAS mandatory training will be completed.

#### **FY 2009 Progress:**

All IPTV staff completed the mandatory training; supervisors and managers 1 ½ day training course, and employees ½ day course.

### 5. General Programs to Promote Diversity

#### **FY 2009 Plan:**

Continue the minority intern program.

#### **FY 2009 Progress:**

IPTV worked with a minority fraternity in Des Moines. IPTV reviewed and interviewed the one candidate who applied. IPTV reviewed the writing samples submitted and found numerous errors. IPTV did not hire this candidate.

### **FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS**

<b>Item</b>	<b>Plan</b>	<b>Timeframe</b>
<b>a.</b>	Attend Unity Conference, a job fair for minorities in the broadcast industry.	July 2009
<b>b.</b>	Establish minority internship placements through minority fraternity.	July 2010
<b>c.</b>	Utilize state resources to enhance recruitment	July 2010
<b>d.</b>	Advertise with public and commercial broadcasters when seeking job applicants	July 2010
<b>e.</b>	Visit college job fairs	July 2010

## Section II.

### Iowa Department of Revenue (IDR)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	50	18	2		52	18	2		-2	0	0			
Professional	262	144	28		264	146	28		-2	-2	0			
Technical	3	3	0		3	3	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	63	58	4		68	64	4		-5	-6	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>378</b>	<b>223</b>	<b>34</b>	<b>32</b>	<b>387</b>	<b>231</b>	<b>34</b>	<b>35</b>	<b>-9</b>	<b>-8</b>	<b>0</b>	<b>-3</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	BA		12	BA		-1	BA		13	BA	
3. Technical	BA	BA		BA	BA		BA	BA		BA	BA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	NP		BA	2		BA	0		BA	2	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>12</b>	<b>2</b>	<b>7</b>	<b>-1</b>	<b>0</b>	<b>-2</b>	<b>13</b>	<b>2</b>	<b>9</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

Having a diverse workforce, helps the Iowa Department of Revenue (IDR) better understand and address the needs of a diverse, multicultural population. It will help the Department communicate with its customers, attract the most qualified candidates and meet its goal of creating an environment of collaboration and partnership in order to improve voluntary compliance with Iowa's tax system.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

Ensure that Department of Revenue employment practices are in compliance with federal and state equal opportunity laws and are nondiscriminatory.

##### **FY 2009 Progress:**

- Five Department supervisors, the management liaison and departmental resource team members meet with a DAS hiring practices review team. Whenever recommendations of the DAS review team are released, the Department anticipates implementing recommended changes.
- At the September 2008 Revenue supervisor's meeting, the management liaison reviewed with supervisors the documentation needed for each step of the hiring process. In addition, supervisors were reminded that all hiring decisions must be reviewed with the management liaison prior to an offer being extended.
- The Department responded as requested to a class action Civil Rights complaint filed against multiple state agencies.

#### 2. Recruitment

##### **FY 2009 Plan:**

Attract a diverse applicant pool that results in hiring high quality new employees to enable the Department to attain its goals.

##### **FY 2009 Progress:**

- The Department expanded its college recruitment and relations programs:
  - Representatives attended the University of Iowa and the University of Northern Iowa career fairs as well as one sponsored by Iowa Work Force.

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- Ads were placed with Drake University Law School and the University of Iowa Law School for Technical Tax Specialist and Attorney positions.
- Undergraduate college placement offices were contacted about Revenue Examiner 1 vacancies.
- Ads were placed with professional organizations including the Iowa CPA Association and the Iowa Bar Association.
- Representatives from the Department of Revenue worked in a State of Iowa booth at community events such as CelebrAsian, and Juneteenth.
- Most positions were advertised in the Des Moines Register along with their online posting with Career Builders to attract a more diverse applicant pool.
- IT positions were posted in newspapers in nearby states as well. Nearly \$6,000 was spent on recruitment efforts including advertisements and career fairs.

### **FY 2009 Progress:**

Eleven of the 16 positions were filled by females, two were filled by minorities, but no persons with disabilities were hired.

Due to budgetary constraints, the Department stopped hiring any new employees in early December. As a result, all recruitment activities were put on hold since the Department was no longer filling any positions.

### **3. Retention**

#### **FY 2009 Plan:**

Retain a well trained workforce

#### **FY 2009 Progress:**

- Exit interview forms were given to exiting employees. The management liaison reviewed returned forms to detect any trends or address specific issues mentioned by the exiting employees.
- The employee survey was again conducted. The results were discussed with administrators and supervisors and distributed to employees. The survey addressed the following categories: Department mission and goal setting, customer focus, work environment, supervision, relationships within the Department, equipment needs, and communication questions. Significant improvement over the results of last year's survey occurred in the categories under Department mission and goal setting as a result of a series of articles in the weekly newsletter highlighting goals and action plans for each division. Creation of the Professional Development I and

## Section II.

Professional Development II training programs this year resulted in significant improvement in the survey response over last year's responses in the area of preparing for advancement opportunities and creating a work environment that helps employees accomplish their jobs.

Responses continued to indicate that employees are dedicated to providing excellent customer service. Responses also indicated that employees believe that supervisors give them the support they need to do their jobs, communicate their expectations of job performance and evaluate their performance fairly.

- Results: The turnover rate for the Department was 6.59% which is just slightly higher than last year's rate of 5.59%. Twenty-five employees left the Department. Ten of the employees retired; two died; five resigned; four took inter-department promotions/demotions; two were discharged; and two were not retained through their probationary period. Stated reasons for the departures were as follows: spouse accepted out of state job offer so one employee moved out of state; one employee accepted a job offer in a city much closer to her home to reduce commuting costs; one employee returned to self-employment; two employees accepted private sector employer positions. The five employees who resigned worked in different sections of the Department. Of the five who resigned, four were female; no minorities or persons with disabilities resigned. At the time of their departure, one employee had worked two months, one employee had worked five months, one employee had worked three years, one employee had worked four years and one employee had worked eight years. Three of the employees had worked in a job class in EEO-2 category and two had worked in a job class in EEO-6 category. A review of these resignations and the exit interview forms did not identify any common issues.

### 4. Training

#### **FY 2009 Plan:**

- Schedule diversity training for all revenue employees.
- Hold monthly diversity conversations with Revenue managers and supervisors.
- Select three employees to participate in the CPM program.
- Select 10 staff each for internal Professional Development I and Professional Development II training.
- Continue providing training opportunities, tuition reimbursement and orientation programs for new employees and supervisors.

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### FY 2009 Progress:

- Due to the time commitment and cost, sending all employees to the state diversity class was major component of the FY09 Diversity/Affirmative Action plan of the Department. All supervisors and managers (51 staff) attended the all day “Diversity Training for Managers and Supervisors.” About 75% of Revenue employees have now attended the diversity training class; “Unleashing the Power of Diversity.” Employees continue to attend upcoming classes and the Department is waiting for a few additional sessions to be scheduled so that all employees will have attended classes by December.
- New employees were required to complete an initial training package during their first year of employment. They take three DAS courses on customer service, diversity, and dimensions of behavior. Also, at about three months of employment, they attend two internal classes on Information Technology Security Policies and an orientation to the Department’s mission, vision, organizational structure, and employee benefits.
- The Department Director presented and facilitated monthly diversity discussions with managers and supervisors on diversity topics from the activities guide, “Making a Difference with Diversity.” All department supervisors, managers, and administrators were invited and encouraged to attend. Average attendance at the hour long sessions was approximately 35 staff. The Director used the manual and additional resources to foster a discussion of each month’s topic. Staff was encouraged to relate their experiences, issues that presented them concern, and resolutions they found. We discussed how views have changed over time and the things we need to do to make people feel welcome in the Department from the time they apply for a position.
- Three employees completed the Certified Public Manager program in December. Their final presentations were attended by their supervisor, division administrator, and the management liaison. Three additional employees were selected to participate in the CPM program. The Department Director met monthly with the employees to discuss their CPM classes and how those topics related to their work.
- Employees were selected to participate in the Professional Development I and II programs. As employees complete the program, they are presented a certificate of completion at the Department’s monthly awards ceremony.
- The Department provided DAS, other outside training classes, and tuition reimbursement classes throughout the first six months. Due to budgetary constraints, some training and tuition reimbursement requests were denied the last few months of the fiscal year.
- Overall the Department spent nearly \$50,000.00 on DAS and other outside training opportunities.

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### 5. General Programs to Promote Diversity

#### FY 2009 Plan:

- Provide an opportunity for employees to participate in Revenue diversity art displays.
- Attend the Mosaic Diversity conference.

#### FY 2009 Progress:

- Two of the Department's art case themes this year were related to cultural diversity. The theme of one of the displays was "Recipes from around the World" while the other theme was "Cultural Heritage." Employees were invited to bring in photos or other objects for the displays and briefly write an explanation of their submission.
- We also invited employees to submit articles about their cultural heritage and background for our bimonthly newsletter to staff.
- A department representative attended the Mosaic Diversity Conference.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

#### Diversity

Item	Plan	Timeframe
a.	Hold monthly diversity conversations with managers and supervisors.	June 30, 2009
b.	Diversity training for all employees.	December 2009

#### Affirmative Action

Item	Plan	Timeframe
a.	Expanded Recruitment Efforts.	Ongoing
b.	Attend community events.	Ongoing
c.	Meet goals of AA plan relative to hiring persons with disabilities.	June 30, 2009

#### Hiring and Retention

Item	Plan	Timeframe
a.	Job notices to alumni groups in other cities outside Iowa.	Ongoing
b.	Expanded Recruitment Efforts.	Ongoing
c.	Attend community/cultural events.	Ongoing
d.	Review and Revise Exit Interview Process.	January 2010

## Section II.

### Secretary of State (SOS)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	8	4	0		7	4	0		1	0	0			
Professional	16	8	0		18	10	0		-2	-2	0			
Technical	0	0	0		0	0	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	13	13	2		13	13	2		0	0	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>37</b>	<b>25</b>	<b>2</b>	<b>0</b>	<b>38</b>	<b>27</b>	<b>2</b>	<b>0</b>	<b>-1</b>	<b>-2</b>	<b>0</b>	<b>0</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	NP		3	0		-1	0		2	0	
3. Technical	NA	NA		NA	NA		NA	NA		NA	NA	
4. Protective Service	NA	NA		NA	NA		NA	NA		NA	NA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	NA	NA		NA	NA		NA	NA		NA	NA	
<b>TOTALS</b>				<b>3</b>	<b>0</b>	<b>4</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>4</b>

#### FY '10 Hiring Goals for Preferential Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	NA	NA	NA	NA	NA
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	NA	NA	NA	NA	NA
8. Service/Maint.	NA	NA	NA	NA	NA
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

SOS did not submit a diversity statement.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

Departments with 25 or fewer employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

However, the Secretary of State follows a standard practice:

- The Secretary of State's Office posted openings on the DAS website; careerbuilders.com and sent statewide notices to county auditors to attract a broader pool of persons with disabilities and professional level females.
- Employees are encouraged to attend training on special accommodations for persons with disabilities as training is made available.
- Employees are aware and respectful of special accommodations that may be needed by persons with disabilities who wish to transact business with the Office as well as co-workers.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

The Secretary of State's Office will continue to work with DAS to ensure that the females and persons with disabilities goals of the Office are met.

## Section II.

### Department of Transportation (DOT)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	206	60	9		202	59	9		4	1	0			
Professional	551	207	27		546	208	27		5	-1	0			
Technical	569	130	23		564	124	22		5	6	1			
Protective Service	116	11	5		121	12	6		-5	-1	-1			
Admin. Support	342	310	20		348	318	17		-6	-8	3			
Skilled Craft	1238	37	47		1255	39	51		-17	-2	-4			
Service/Maint.	26	9	3		43	16	3		-17	-7	0			
<b>TOTALS</b>	<b>3048</b>	<b>764</b>	<b>134</b>	<b>204</b>	<b>3079</b>	<b>776</b>	<b>135</b>	<b>221</b>	<b>-31</b>	<b>-12</b>	<b>-1</b>	<b>-17</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	PN	NP		3	6		2	0		1	4	
3. Technical	PN	PN		25	6		-11	-6		36	12	
4. Protective Service	PN	PN		30	12		-1	-1		31	13	
6. Admin. Support	NA	NP		NA	2		NA	2		-3	0	
7. Skilled Craft	PN	NP		5	34		1	-4		4	38	
8. Service/Maint.	PN	NP		1	2		-6	0		7	2	
<b>TOTALS</b>				<b>64</b>	<b>62</b>	<b>75</b>	<b>-15</b>	<b>-9</b>	<b>-12</b>	<b>76</b>	<b>69</b>	<b>87</b>

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### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	Environmental Program Supervisor	Yes	1		
3. Technical	Architectural Technician	Yes	1		
3. Technical	Engineering Technician Sr., Driver's License Examiner, Construction Technician (both levels)			Yes	6
4. Protective Service	Motor Vehicle Investigator, Motor Vehicle Officer	Yes	2		
4. Protective Service	Motor Vehicle Investigator, Motor Vehicle Officer			Yes	2
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	Highway Maintenance Supervisor, Highway Technician, Highway Technician Sr., Construction Tech Supervisor, Equipment Operator Sr., Communications Tech 3	Yes	10		
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			14		8

**Note:** EEO category 5 is not used by the State.

### DEPARTMENT DIVERSITY STATEMENT

Creating a diverse work culture will play a critical role as a strategic objective as it will enrich and strengthen the DOT workforce.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

DOT submitted a baseline of its current hiring and promotional practices to DAS in February 2008. DOT hiring policy and practices are addressed in DOT Policy 230.03, Equal Employment Opportunity and Affirmative Action. The key roles and responsibilities are identified in DOT Policy 210.02, Recruitment/Selection/Hiring Process.

DOT planned the establishment an on-line system to assist supervisors/managers in filling a vacancy to completing a hiring decision justification.

##### **FY 2009 Progress:**

The DOT began a formal policy review and revision of the following items:

- Recruitment, Selection, and Hiring – the revised policy includes changes to:

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- Preparing to fill a vacancy
- Screening and interviewing
- Hiring decision justifications and reference checks
- Background checks
- Hiring a new employee
- Incorporation of EEO/AA into the hiring practices
- Review of information and resources for supervisors

### 2. Recruitment

#### **FY 2009 Plan:**

DOT identified the following areas for focus:

- Job Postings, advertisement, and promotion
- Proactive Minority Community Involvement
- Collaborative efforts with other state agencies and entities
- Appointment of formal work teams
- Formal policy review/revision

#### **FY 2009 Progress:**

Job Postings, advertisement, and promotion

- DOT uses all-applicant lists posted with DAS BrassRing and Smartcareermove.com with Iowa Workforce Development. Hiring managers may choose additional advertising and promotion at their discretion. These include professional organizations, and minority or advocacy related entities such as Iowa Civil Rights Commission.

Proactive Minority Community Involvement

- DOT maintained a community presence and attended nine diversity-related examples of conferences, festivals, and job fairs. In addition, DOT attended eight examples of outreach events.

Collaborative efforts with other state agencies and entities

- DOT participated in the DAS Statewide Strategic Recruitment Team meetings coordinated by DAS.
- DOT participated on the planning committee for the Transportation Career Fair sponsored by Iowa State University.

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### Appointment of formal work teams

- A Workforce Planning Team was appointed to work on a formal DOT workforce plan.
- A Recruitment and Retention Plan recommendation team was established to:
  - Increase exposure to qualified candidates
  - Greater utilization of web technology to include an employment page
  - Establish links to DAS postings and visitor updates through RSS and twitter
  - Create a welcome video to include a vision statement and guiding principles element.

### Formal policy review/revision

- The DOT is in the process of reviewing and revising the recruitment, selection, and hiring process policy.

## 3. Retention

### **FY 2009 Plan:**

The DOT's retention plan will be designed to retain and promote diverse and qualified talent through analysis of factors affecting retention of the workforce.

### **FY 2009 Progress:**

- The DOT Management Team is evaluating the Organizational Survey results obtained in FY 2008.
- The DOT continues to conduct exit interviews.
- The DOT Management Team has approved a new recruitment and retention plan. The plan includes provisions for the evaluation of the orientation process and on-boarding. The plan also establishes a formal mentoring program.

## 4. Training

### **FY 2009 Plan:**

DOT will continue to offer training to all employees. Required will include: Preventing Sexual Harassment, Valuing Diversity, New Employee Orientation, AA/EEO, and Communication Effectiveness.

## Section II.

### **FY 2009 Progress:**

- Mandatory DAS diversity training was provided to all DOT employees and will be ongoing.
- DOT continues to offer/require other training as detailed in the plan.
- Two supervisor roundtables were also held in FY 2009 on several human resource topics, including recruitment.

### **5. General Programs to Promote Diversity**

#### **FY 2009 Plan:**

DOT provided its guiding principles from their strategic plan, titled, *Quality Work Culture: Our Employees are Safe, Respected, and Treated Equitably; Diversity is Promoted to Enrich and Strengthen the Workforce; and Employees are Given Opportunities for Personal and Professional Growth.*

DOT will follow its EEO policy, and managers and supervisors will be responsible for reviewing, revising and recommending changes to standards, policies, and procedures to ensure compliance with the following laws:

- Americans with Disabilities Act and 2008 Amendments
- U.S. Civil Rights Act of 1964 (as amended)
- State of Iowa Executive Orders (4, 15, 18, 34, and 44)
- Equal Pay Act of 1963
- Age Discrimination in Employment Act of 1967
- Federal Aid Highway Act of 1968
- Vietnam Era Veterans Readjustment Assistance Act of 1974

#### **FY 2009 Progress:**

The annual supervisor's and manager's conference was conducted in October 2008 and focused on embracing diversity and change in the workplace environment. The next conference is scheduled for September/October 2009.

## Section II.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

**Diversity** – Increase overall diversity awareness by all DOT employees. Measure: Percent managers that receive annual diversity training. Number of diversity events attended by a DOT representative.

Item	Plan	Timeframe
a.	Represent DOT at diversity events to promote inclusion for all citizens in utilizing DOT.	7/30/2010
b.	Develop and adopt an Iowa DOT diversity statement to be posted on website.	9/30/09
c.	Schedule annual diversity training for managers.	Annual
d.	Develop community outreach program to improve access to the DOT.	7/1/10

**Affirmative Action** – Increase number of protected class candidates for underutilized positions in department. Measure: Increase number of protected class candidates.

Item	Plan	Timeframe
a.	Publicize to hiring managers lists of underutilized positions.	8/30/09
b.	Identify recruiting sources for underutilized candidates and partner with Vocational Rehab. Division of Education and Department for the Blind	7/30/09
c.	Require recruitment be done for all positions identified in the DOT Annual Affirmative Action Plan	7/30/09

**Hiring and Retention** – Increase pool of technical candidates. Measure: Increase the number of qualified candidates for technical positions. Reduce days to hire by 25% within 12 months.

Item	Plan	Timeframe
a.	Develop process for H1-B submissions to be included in the DOT policy for hiring	9/30/09
b.	Adopt and implement a recruitment and retention plan.	7/1/09
c.	Develop relationships and establish recruitment contacts within minority communities.	7/1/09
d.	Develop and implement an on-boarding program.	9/30/09
e.	Complete a DOT careers website page.	7/30/09
f.	Review the hiring process and implement process improvements to reduce days to hire.	8/31/09
g.	Create and implement recruiting programs in high schools.	3/1/10
h.	Develop and monitor list of technical classes to increase applicant pools.	3/1/10

## Section II.

### Treasurer (TOS)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	8	5	0		8	5	0		0	0	0			
Professional	17	14	1		15	12	1		2	2	0			
Technical	3	2	0		3	2	0		0	0	0			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	2	2	0		1	1	0		1	1	0			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	0	0	0		0	0	0		0	0	0			
<b>TOTALS</b>	<b>30</b>	<b>23</b>	<b>1</b>	<b>0</b>	<b>27</b>	<b>20</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>		

#### FY 2009 UNDERUTILIZATION

Departments with 25 or fewer employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

#### DEPARTMENT DIVERSITY STATEMENT

The Treasurer of State is fully committed to equal employment opportunity (EEO) and the implementation of a strong program to promote employment and advancement opportunities without regard to race, color, national origin, sex, sexual orientation, religion, age, or disability. It is our policy to provide equal employment to all of our employees and to all applicants recruited for our workforce. All employees and applicants will be provided equal opportunity and equal employment opportunity will be made a performance standard on managerial and supervisory performance plans with the desire to create and maintain a workplace that is free from discrimination and sexual or other harassment.

#### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

- Recruitment at the Agricultural Development Authority is handled by the Executive Director of the Iowa Agricultural Development Authority and will continue in that manner.
- The DAS BrassRing system will be used for screening applicants for eligibility as needed.
- The Executive Director will attend the Diversity Training class for managers & supervisors.
- Employees will be required to attend a diversity training course.

## Section II.

### *Iowa Veterans Home/Veterans Affairs (IVH)*

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	30	15	0		34	15	0		-4	0	0			
Professional	214	174	5		221	183	5		-7	-9	0			
Technical	135	128	6		119	111	4		16	17	2			
Protective Service	6	0	0		6	0	0		0	0	0			
Admin. Support	60	54	1		78	72	1		-18	-18	0			
Skilled Craft	24	0	0		26	0	0		-2	0	0			
Service/Maint.	512	434	28		493	418	28		19	16	0			
<b>TOTALS</b>	<b>981</b>	<b>805</b>	<b>40</b>	<b>50</b>	<b>977</b>	<b>799</b>	<b>38</b>	<b>45</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>5</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	PN		1	1		1	0		0	1	
3. Technical	BA	NP		BA	2		BA	1		BA	1	
4. Protective Service	BA	BA		BA	BA		BA	BA		BA	BA	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	BA	BA		BA	BA		BA	BA		BA	BA	
8. Service/Maint.	BA	BA		BA	BA		BA	BA		BA	BA	
<b>TOTALS</b>				<b>1</b>	<b>3</b>	<b>54</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>52</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	Registered Nurse, Nurse Clinician	No	No	Yes	1
3. Technical	None	No	No	No	No
4. Protective Service	None	No	No	No	No
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>0</b>		<b>1</b>

Note: EEO category 5 is not used by the State.

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### DEPARTMENT DIVERSITY STATEMENT

Improving diversity is in our best interests to maintain our employment levels. Our community has a large Hispanic population that needs to be engaged as a source for employment. Improving our diversity is one of the goals in the IVH Strategic Plan.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### **FY 2009 Plan:**

IVH did not propose any changes to its hiring practices that were submitted on February 1, 2008.

##### **FY 2009 Progress:**

While no changes or goals were proposed for FY 2009, some changes were made after DAS conducted an audit and issued a report in May 2009. These changes include:

- Ensuring that all hiring supervisors clearly understand whether their vacancy is underutilized and for what category.
- All hiring supervisors will review the hiring and selection manual to make sure they have a clear understanding of the hiring process.
- A checklist will be created for hiring supervisors with the steps to follow in the hiring process.
- IVH will evaluate the need for additional/refresher training on hiring practices.

#### 2. Recruitment

##### **FY 2009 Plan:**

The IVH focus will continue to be on the health care professionals and the Resident Treatment Workers. IVH will continue to use mixed media, career fairs, and contacts with minority groups and leaders in the community.

One of the goals in the Strategic Plan is to increase diversity in the workforce. A committee was formed last year to address this. In addition to the Supervisors involved in the recruitment function, minority employees will be attending career fairs and other community activities.

Three identified classes (Pharmacist, Nurse Practitioner, and Registered Nurse) are being reviewed by DAS and AFSCME for pay grade assignment. If the pay grades are increased this will assist with the salary barrier. There is little we can do with the shortage of applicants in these classes as that is something that can

## Section II.

only be addressed by the community colleges and universities. Their enrollments are limited due to the shortage of qualified instructors.

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

- Schools - Grand View College, Marshalltown Community College, and Marshalltown High School, Hawkeye Community College and the University of Iowa School of Nursing
- Iowa Nurses Association Annual Convention
- IVH will approach area high schools to talk about careers in long term care.
- IVH will tap sources suggested by minority employees.
- IVH will work with English as a second language programs the high school and community college.

### **FY 2009 Progress:**

IVH did attend career fairs at Marshalltown Community College, Marshalltown High School, the University of Iowa School of Nursing and attended the Iowa Nurses Association Annual Convention. IVH was scheduled to attend the career fair at Grand View University but it was cancelled. We have made contact with the school of Nursing at Hawkeye. We have had an initial contact with the ESL program at Marshalltown Community College.

We continue to use nationwide recruitment through the internet for Pharmacists and Registered Nurses. We did receive an application from a minority for Pharmacist who will begin employment in FY 2010.

### **3. Retention**

#### **FY 2009 Plan:**

***Orientation and On-boarding*** – IVH has a successful formal orientation program for all new employees. Nursing staff attend four days and all other staff attend two days. Each new employee also receives, within their department, orientation to the department and their job. One of the goals of our Strategic Plan is to develop an on-boarding program to augment the orientation program. Currently, each department has their own process to welcome new employees and familiarize them to the facility. We believe that a department wide on-boarding program will ensure that all employees receive the same information they need to be an employee and to prevent any employee from dropping through the cracks. We believe that making entry into our workforce a satisfying experience will assist with retention.

***Training and educational opportunities to support business needs and employee competencies to enhance promotional potential*** – All of our

## Section II.

licensed and certified staff have continuing education requirements that we support through time off to attend and in many cases payment of the training. We maintain a training budget that is available to each department for their employees. This year we allotted \$60,000 for training. We have a grant that pays for Resident Treatment Workers to become a Licensed Practical Nurse and Licensed Practical Nurses to become a Registered Nurse.

***Workplace accessibility (visual, physical)*** – Because we are a health care facility with many Residents with physical disabilities our physical plant is ADA compliant. Whenever a problem with accessibility surfaces it is addressed. For example, a wheelchair lift is being installed to ease movement between two buildings connected by an ADA compliant ramp.

***Mentoring*** – IVH is establishing a Mentoring program is also a part of its Strategic Plan. The turnover rate for Resident Treatment Workers and Licensed Practical Nurses, while low for the nursing care industry, needs to be reduced. Many of our employees come from community nursing homes which are a fraction of the size of IVH. They are often overwhelmed by the physical size and the complexity of services provided. Having a mentor will help guide them through the first year and we believe will increase retention.

***Awards and Recognition*** – Each month the Commandant presents a certificate, of recognition began four years ago and has been well received by employees. Beginning this year employees with 25, 30, 35, and 40 years of service will get a designated parking spot for a month. Additionally, there is an employee committee called the REAL Committee that hosts fundraisers, cook-outs, etc. for employee morale.

### **FY 2009 Progress:**

We had a Kaizen Design Event in February 2009 to develop an on-boarding and mentor program. This will be implemented in FY 2010. All new employees, regardless of work unit, will be treated in the same manner and made to feel welcome. They will have a mentor assigned to them during their first year of employment.

We continue to provide opportunities to Resident Treatment Workers and Licensed Practical Nurses to receive tuition reimbursement to attend college to eventually become Licensed Practical Nurses or Registered Nurses. The money for this was originally a Charter Agency grant and we have been able to retain the unspent portion for this purpose.

We are maintaining a status quo training budget so we will be able to provide training for employees at the same level.

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### 4. Training

#### **FY 2009 Plan:**

During new employee orientation all employees receive an in-service on preventing discriminatory harassment and all employees will attend the mandatory diversity training.

#### **FY 2009 Progress:**

Approximately 95% of our employees attended the mandatory diversity training. All new employees received the in-service on preventing discriminatory harassment. All employees during their annual in-service BLITZ receiving training on Resident Rights which included a discussion on recognizing differences.

### 5. General Programs to Promote Diversity

#### **FY 2009 Plan:**

***Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals:*** As stated earlier, our community has a large Hispanic population that has not been tapped for employment primarily because of the language barrier. All of nursing staff and dietary staff must be able to communicate with the residents in English. The community has provided resources so that the language barrier is being lowered. This will provide a valuable source of employees to enter the health care field that is already short of applicants.

***Describe how your managers and supervisors will be involved in diversity:*** All are aware of EO 4 and the requirement for a diversity plan. All understand the importance of diversity and will be receiving the required training this fall.

***Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups:*** To be inclusive the attitudinal environment in the workplace must be accepting of all differences and not be exclusive. Such an environment exists at the Iowa Veterans Home. Caring for a very diverse veteran population is part of our culture. This will represent an ever increasing need in the future for health care facilities. The Iowa Veterans Home, between staff and residents, represents each of the above identified differences. For example, we have two gender identity residents who are provided a safe and caring environment by staff. We cannot broaden something we already have. What we can do is increase the numbers of employees with differences and we have described throughout this plan how we will attempt to accomplish that.

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### FY 2009 Progress:

During this past year, we began our participation with the Marshalltown Education Partnership. This is a program administered by Marshalltown Community College that provides mentors to students in grades 9 -12 who would become the first in their family to attend college. If successful, the student can attend Marshalltown Community College tuition free. Over 70% of the participants are minorities. A dozen of our Registered Nurses and Nurse Supervisors are mentors. This is a long term commitment with the goal of getting students to consider health care occupations. We have also made presentations to occupational focused classes at Marshalltown High School on employment opportunities in health care. These classes have a significant number of minority students.

### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

**Diversity** – Increase qualified minority applicants by 10%. Measure: Establish baseline as of 7/1/09 and trend progress quarterly

Item	Plan	Timeframe
a.	Establish relationships with local high schools	7/1/09
b.	Establish contacts with local minority groups through minority employees	7/1/09
c.	Participate as member of Iowa Valley Community College District Diversity Council	7/1/09

**Affirmative Action** – Use nationwide recruitment efforts via the internet in conjunction with statewide efforts with schools of nursing. Measure: Meet hiring underutilization goal by end of FY10

Item	Plan	Timeframe
a.	Partner with Marshalltown Education Partnership	7/1/09
b.	Attend Career Fairs at Grand View University, Marshalltown Community College, Blackhawk Community College, and the University of Iowa School of Nursing.	6/1/10
c.	Place recruitment ads in Job Dig, Career Builder, NationJob, Monster, Pharmacy Choice	6/1/10

**Hiring and Retention** – Establish mentor program for all new employees during the first year of employment. Measure: Increase retention of employees within first year of employment by ten percent.

Item	Plan	Timeframe
a.	Identify mentors.	8/1/09
b.	Establish program requirements.	7/1/09
c.	Train mentors.	9/1/09

## Section II.

### Workforce Development (IWD)

#### FY '09 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 09					EOFY 08					FY 2009			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	76	43	10		75	42	9		1	1	1			
Professional	569	362	86		571	352	80		-2	10	6			
Technical	39	14	5		18	6	1		21	8	4			
Protective Service	0	0	0		0	0	0		0	0	0			
Admin. Support	142	129	32		146	131	36		-4	-2	-4			
Skilled Craft	0	0	0		0	0	0		0	0	0			
Service/Maint.	1	0	0		2	1	0		-1	-1	0			
<b>TOTALS</b>	<b>827</b>	<b>548</b>	<b>133</b>	<b>106</b>	<b>812</b>	<b>532</b>	<b>126</b>	<b>109</b>	<b>15</b>	<b>16</b>	<b>7</b>	<b>-3</b>		

#### FY '09 Underutilization Changes and Remaining Underutilization

EEO Category	Threshold			Total UU			Net Change			Remaining Underutilization		
	Label			BOFY 09			EOFY 09			BOFY 2010		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
1. Official /Admin.	BA	BA		BA	BA		BA	BA		BA	BA	
2. Professional	NP	NP		9	2		8	0		1	2	
3. Technical	NP	BA		0	0		0	0		0	0	
4. Protective Service	NP	NA		0	0		0	0		0	0	
6. Admin. Support	BA	BA		BA	BA		BA	BA		BA	BA	
7. Skilled Craft	NA	NA		NA	NA		NA	NA		NA	NA	
8. Service/Maint.	BA	BA		BA	BA		BA	BA		BA	BA	
<b>TOTALS</b>				<b>9</b>	<b>2</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>

#### FY '10 Hiring Goals for Targeted Underutilized Job Classes

EEO Category	Job Class	Female PN	Goal	Minority PN	Goal
1. Official /Admin.	None	No	No	No	No
2. Professional	None	No	No	No	No
3. Technical	None	No	No	No	No
4. Protective Service	NA	NA	NA	NA	NA
6. Admin. Support	None	No	No	No	No
7. Skilled Craft	None	No	No	No	No
8. Service/Maint.	None	No	No	No	No
<b>TOTALS</b>			<b>0</b>		<b>0</b>

Note: EEO category 5 is not used by the State.

## Section II.

### DEPARTMENT DIVERSITY STATEMENT

IWD is an agency that is comprised of multiple divisions. These divisions provide initial and essential services to all 99 Iowa counties and its communities. IWD recognized the inherent diversity of these communities, which provides their uniqueness as communities as well as contributes towards making Iowa a great state. IWD wants to capitalize on the wealth in these diverse communities by utilizing their skills, knowledge, capabilities and talents in fulfilling the hiring needs of the Department.

### FY 2009 QUALITATIVE PLAN RESULTS REPORTED BY THE DEPARTMENT

#### 1. Hiring Practices

##### FY 2009 Plan:

- Use a broad spectrum of exposure to bring awareness of IWD job opportunities and awareness through advertising in traditional and non-traditional ways.
- Retrain all managers and staff who will have involvement in the recruitment and hiring process in diversity and “IWD’s Hiring Process.”
- Establish hiring teams of two – four persons who have been well training in the hiring process.
- Communicate in advance the skills, knowledge, and abilities IWD needs and provide reasonable timeframes for recruitment and selection.
- Network with applicants who have not been selected for hire and notify them of other opportunities, based on their skills, knowledge, and abilities.
- Utilize the employment service workforce centers to publicize IWD’s job openings to the public.
- Establish a justification letter for all proposed hiring before a hire is approved or an offer made.
- Establish a requirement for the IWD Director or designee to review and approve all hires in underutilized job classes before offers are made.
- Coordinate between the Human Resources and the Affirmative Action Compliance Officer in addressing the “IWD Hiring Process.”
- Post vacancies on Iowa Jobs.org, the National Job Bank system.

##### FY 2009 Progress:

IWD has implemented all plan items in FY 2009.

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### 2. Recruitment

**FY 2009 Plan:** Recruitment barriers will be addressed with the following activities and methods:

- Work with the DAS Statewide Recruitment Coordinator
- Assure that diverse representatives are utilized for recruitment and that all recruitment considers diversity
- Assure that all IWD personnel involved in the hiring process will be trained in diversity, recruitment, selection, and affirmative action.
- Establish contact with community and trade organizations to communicate IWD job opportunities and IWD programs to encourage them to join IWD in reaching diverse populations.
- Increase transparency of the hiring procedures to all IWD staff
- Provide consistent instructions to supervisors in the application of job assignments in their department.
- Identify requisite skills and experience requirements that may lead to positions of higher responsibility and classification in the department.
- Establish a network to assist new employee's integration into IWD's workforce.
- Encourage IWD employees to identify job candidates and apply for IWD vacancies.
- Create a communications pamphlet about IWD and employment opportunities.
- Make available training in preparation of cover letters, resumes, and interviewing.
- Establish a hot line to provide IWD's job opportunities and establish a data base of interested applicants.
- Encourage management networking to assure employees are aware of potential job opportunities within the organization.

**FY 2009 Progress:**

- IWD has worked with the DAS Recruitment Coordinator.
- IWD has employed a monitoring tool structured to review each facet of the hiring process and provide for justification and approval for every hire.
- Job assignments have the potential for enabling employees to acquire work experience that leads to promotional eligibility and equality, fairness and employee awareness are emphasized when consideration for assignments are made by management.

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- IWD plans to review identified requisite skills to determine common prerequisites and provide this information for planning purposes to managers. Time has not permitted the completion of this task during FY 2009.
- IWD uses the “New Employee Orientation” program to integrate new employees into the organization and make them aware of all benefits, programs, and services available to them.
- IWD has been using word of mouth and e mails to notify employees of job opportunities. IWD was not able to complete the development of employment promotion brochures during FY 2009.
- IWD was able to make available training on preparing cover letters and resumes to staff through its workforce centers.
- Based on budget issues, IWD was not able to pursue a hot line to provide job opportunities and establish a data base of interested candidates.

### 3. Retention

#### **FY 2009 Plan:**

- Increase the awareness of all IWD staff of the skills, knowledge and abilities needed for IWD current and anticipated job opportunities in a manner that affords respect for employee’ privacy and confidentiality.
- Use e-mail system to communicate training opportunities in the areas necessary to increase employee engagement, such as accepting diversity, communication, “getting to yes” techniques in negotiating and dispute resolution.
- Publish quarterly highlights and accomplishments for all IWD divisions
- Maintain policies and procedures structured to provide visual and physical accessibility to employees and customers.
- IWD will provide recognition for its employee’s accomplishments and achievements via e-mail, and present awards and certificates as well as personal recognition by the supervisor.

#### **FY 2009 Progress:**

- IWD has been attentive to various concerns and needs brought to its attention by its employees for the purpose of enhancing job promotion. IWD continues to seek ways to improve and enhance employee skills and preparedness for future job opportunities.
- Training has commenced in the following areas:
  - Diversity
  - Coping with transition (“Someone Stole My Cheese”)

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- Equal Employment Opportunity and non-discrimination policy
- Effective Communication
- Quarterly highlights project has been delayed due to time constraints (hiring). However this remains a goal moving forward.
- IWD continues to provide visual and physical accessibility.
- IWD continues to recognize employees through newsletters and contact by the supervisor.

### 4. Training

#### **FY 2009 Plan:**

IWD will assure that its employees receive mandatory diversity training mandated by Executive Order Four and delivered by DAS.

#### **FY 2009 Progress:**

Mandatory diversity training is over 75% completed. It has also been well received.

### 5. General Programs to Promote Diversity

#### **FY 2009 Plan:**

- IWD managers will be required to support IWD's Diversity Team through their personal involvement and their encouragement of employee participation in the Diversity Team's programs.
- Managers will positively address diversity needs when anticipating their hiring projections.
- The IWD Director and Deputy Director will formally endorse and support the Diversity Team's efforts.

#### **FY 2009 Progress:**

IWD did not report on its progress.

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### FY 2010 DIVERSITY AND AFFIRMATIVE ACTION PLANS

#### Diversity

Item	Plan	Timeframe
a.	Meet with a management to explain and encourage them to get involved in outreach externally and externally for the anticipated vacancies when they occur.	March 30, 2010
b.	Meet with management to explain and encourage the value of creating an environment that utilizes and values its diversity.	March 30, 2010
c.	Scheduled diversity activities with IWD divisions such as would expose all IWD employees to the wealth of diversity within the organization.	December 31, 2010
d.	Create a computerized tool that communicates promotion and transfer opportunities available in various divisions.	June 30, 2010
e.	Provide management and employees relevant updates concerning diversity achievements and progress in IWD and other companies and organizations.	December 31, 2010

#### Affirmative Action

Item	Plan	Timeframe
a.	Currently IWD is experiencing no preferential underutilization. To maintain this and grow it is essential. IWD will continue to train all hiring team participants in affirmative action and diversity.	As we add additional personnel into the organization's Hiring Teams training will be continuous from present through December 31, 2010.
b.	Subject matter experts selected to participate in the hiring process will all be trained in affirmative action and diversity.	December 31, 2010
c.	Increased communication to all employees regarding IWD's hiring opportunities.	This continues currently and will continue through December 31, 2010
d.	Keep all management abreast of progress towards affirmative action/diversity goals.	This continues currently and will continue through December 31, 2010
e.	Schedule all new managers for affirmative action/diversity training	December 31, 2010

#### Hiring and Retention

Item	Plan	Timeframe
a.	Review the Exit Interview process and make recommendations to ensure that the Director and appropriate managers are aware of the feedback.	This is ongoing and continuous through December 31, 2010
b.	Provide progress reports showing their division, their job and why the person is leaving the organization.	Continuing and through December 31, 2010
c.	Critique the current hiring process for IWD to ensure its effectiveness.	December 31, 2010
d.	Monitor the probation period of employees hired to measure their progress and success in our selection process.	December 31, 2010
e.	Review quality of interview questions being used in the Hiring Process to monitor their effectiveness. (Meet with managers are Hiring Teams to discuss.)	December 31, 2010

## **SECTION III.**

### **DEPARTMENT OF ADMINISTRATIVE SERVICES' DIVERSITY AND AFFIRMATIVE ACTION PROGRAM INITIATIVES AND PROGRESS**

The Department of Administrative Services (DAS) has a role in diversity and affirmative action as part of its responsibilities under the Iowa Code and Executive Order Four (EO4). This section details the DAS FY 2009 plans and progress, and FY 2010 plans for each responsibility.

#### **1. DAS RESPONSIBILITY: Job Vacancy Posting, Application Intake and Evaluation and Referral of Eligible Candidates to the departments. Specifically, DAS' responsibilities are to:**

- Administer the technical application of the BrassRing applicant tracking system.
- Post each department's vacancies to the DAS website for on-line recruitment.
- Evaluate applications to determine if the candidate meets the minimum qualifications of the job class.
- Provide lists of eligible candidates to the hiring departments.

#### **FY 2009 Plan**

Integrate use of BrassRing vacancy and hiring data into the hiring practices review process and monitor departmental compliance with administrative rules and accepted coding practices.

#### **FY 2009 Progress**

Data from BrassRing was used to select requisitions for the DAS review of department hiring practices and obtain information about departments' use of the system.

#### **FY 2010 Plan**

DAS will continue to integrate the use of data into our systems, so that departments will have useful information with which to make decisions.

#### **2. DAS RESPONSIBILITY: Hiring Practices Reviews**

In accordance with EO4, the DAS Employment Services Bureau and Program Delivery Services Bureau are charged with reviewing and reporting on each department's hiring processes.

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### **FY 2009 Plan**

DAS will establish a system for reviewing each department's hiring practices using a standard process.

### **FY 2009 Progress**

- Standard templates to review hiring files and summary reports have been developed, revised, and are in use.
- Eight DAS staff members have been trained and are involved in the review process.
- Ten departments have been identified for initial round of reviews. Of those:
  - Two reviews have been completed with agreed-upon action steps for departments to implement in FY 2010.
  - Four reviews are pending release of final DAS report to the department.
  - Four reviews are in process by DAS hiring teams.

### **FY 2010 Plan**

- The hiring practices reviews will be ongoing.
- Applicant flow data will be utilized as part of the hiring practices reviews to trouble shoot the steps of the hiring process where the success rate of minority applicants is less than 80% of majority candidates. The steps are:
  - Referred to the department by DAS.
  - Selected for interview.
  - Hired.

### **3. DAS RESPONSIBILITY: Diversity – Promote greater awareness of diversity in the executive branch of state government.**

#### **FY 2009 Plan**

Participate in cultural and diversity-related educational events and encourage participation among the various departments in state government.

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#### FY 2009 Progress

In FY 2009, DAS attended the following diversity events:

<b>Event</b>	<b>Date</b>
Iowa Civil Rights Commission State Fair Booth	August 15, 2009
African American Historical Museum Women's Leadership Conference	September 18-19, 2008
Iowa Mosaic Diversity Conference	October 20, 2008
I'll Make Me a World In Iowa	January 30-31, 2009
Dallas Center Middle School Diversity Day	November 14, 2008
Iowa Vocational Rehabilitation Services and Department for the Blind Employer of the Year	October 23, 2008
Drake University Adult Literacy Focus Group	October 28, 2008
Black Ministerial Alliance Martin Luther King Breakfast	January 10, 2009
Annual Martin Luther King Capitol Celebration	January 15, 2009
Legislative Black History Month Presentations	February 23, 2009
Net 2 Work Panelist	May 18, 2009
Iowa Department of Economic Development Iowa Career Consortium Multicultural Diversity Roundtable	May 20, 2009
Greater Des Moines Partnership Diversity Sub-committee Joint Opportunities for Inclusive Networks	June 9, 2009
Central Iowa Society of Human Resource Management presentation on same sex marriage	June 18, 2009
Goodwill Business Advisory Committee	June 23, 2009

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#### FY 2009 Plan

Provide to each department monthly Hiring Opportunity and Overall Workforce makeup reports and summaries to keep the issue of diversity in front of the department directors and hiring managers.

#### FY 2009 Progress

Hiring opportunity and diversity progress reports have been provided monthly during FY 2009 to show the overall changes in the State's workforce and to identify currently open vacancies. The final diversity progress summary from June 2009 is reproduced below.

#### FY 2010 Plan

DAS will continue the work begun in FY 2009.

#### The June 2009 Diversity Progress Report:

Net Change							% of State Workforce
Period	Total	Female	% of State Workforce	Minority Totals	% of State Workforce	PWD Total	
June '09	20,478	10,524	51.40%	1,194	5.80%	1,080	5.30%
May '09	20,480	10,520	51.40%	1,190	5.80%	1,084	5.30%
Monthly Change	-2	4		4		-4	
Net Change FY to Date	-38	28		17		-55	
EOFY 2008	20,516	10,496	51.16%	1,177	5.74%	1,135	5.53%
EOFY 2007	19,932	10,105	50.70%	1,081	5.42%	1,198	6.01%
EOFY 2006	19,674	9,889	50.26%	1,022	5.20%	1,290	6.56%
EOFY 2005	19,283	9,648	50.03%	977	5.07%	1,322	6.86%
Net Change EOFY05 to	1,195	876		217		-242	

Note: Employee counts do not include part-time employees.

#### 4. DAS RESPONSIBILITY: Provide Administration and Oversight of the Affirmative Action Program

##### FY 2009 Plan

- Monitor each department's workforce composition.
- Calculate affirmative action underutilization by department and provide quarterly tracking reports to the departments.
- Collect workforce/diversity plans and progress summaries from each department.

### Section III.

- Publish an annual summary of plans and progress of the departments.
- Provide ad hoc reports to departments upon request.

#### **FY 2009 Progress**

The plan items above are standard program practices followed each year. However, diversity and affirmative action were combined into the workforce planning process for FY 2010 to encourage the departments to consider underlying workforce factors when developing diversity and affirmative action plans.

#### **FY 2010 Plan**

The affirmative action program will be reviewed in a more comprehensive manner in FY 2010. The program has been in place since 1986. Census data that is used to calculate underutilization (quantitative measures) is not current (2000), and an improved method may be indicated.

However, the process aspects (qualitative) of affirmative action, including review of hiring practices, recruitment and retention, and cultural diversity will continue to be important as tools of diversity.

- 5. DAS RESPONSIBILITY: Statewide Recruitment – DAS will provide leadership, technical assistance and special programs to the departments to encourage commitment and action on recruitment.**

#### **FY 2009 Plan**

Coordinate a statewide recruitment committee.

#### **FY 2009 Progress**

The statewide strategic recruitment committee met seven times during FY 2009. Members shared best practices, tools, and techniques that bring efficiency and customer focus to the State's recruitment efforts. Methods to enhance diversity in recruitment and retention of state workers was a frequent topic. Community suppliers of advertising and contingency staffing are afforded an opportunity to present various industry methods to increase the diversity of the State's applicant pool. In addition, agencies have partnered on community projects as a result of this committee's collaborative efforts.

## **Section III.**

### **FY 2009 Plan**

The DAS Recruitment Coordinator will consult with departments on recruitment and retention issues.

### **FY 2009 Progress**

The Recruitment Coordinator met regularly with agencies to consult on recruitment issues, best practices in advertising or sourcing diverse talent, and interviewing and resolving applicant and employee concerns. In FY 2009, DAS handled 45 applicant and/or employee concerns and assisted 20 agencies with advertising, interviewing, or sourcing of talent.

### **FY 2009 Plan**

Establish a statewide referral program.

### **FY 2009 Progress**

This was implemented in late 2009. Results will not be available until FY 2010.

### **FY 2009 Plan**

Promote statewide branding through materials and communications.

### **FY2009 Progress**

DAS began a review of all of its recruitment materials to ensure a consistent look to the materials.

### **FY 2009 Plan**

Maintain a visible presence for the state at recruitment events and encourage other departments to participate.

## Section III.

### FY 2009 Progress

In FY 2009 DAS attended the following recruitment events:

Event	Date
Iowa Workforce Development (IWD) Monthly Job Fairs (small groups)	Monthly
Delta Sigma Theta Career Fair	July 28-29, 2008
Multicultural Job Fair and Reception	September 10, 2008
Discovered Resources- Cedar Rapids	October 7, 2008
IWD/Grubb YMCA Community Based Job Fair	October 15, 2008
Tribute to Veterans	November 11, 2008
Iowa Career Expo	January 8, 2009
2009 Reentry Job Fair	February 18, 2009
IWD Job Extravaganza	February 25, 2009
IWD Job Expo	April 28, 2009

### FY 2010 Recruitment Plans

DAS will continue with the following statewide recruitment plans and initiatives:

- Provide leadership and technical assistance to departments in order to encourage commitment and action on recruitment. The statewide recruitment committee will continue.
- Consult with individual departments to assist them with specialized and targeted recruitment issues.
- Maintain a referral process to effectively direct talent to job opportunities.
- Maintain a visible presence for the State at recruitment events and encourage departments to participate.
- Develop an Ambassador Program that is designed to train state employees from various departments to effectively represent the State at recruitment events. This training will provide information to the state employee ambassadors regarding pay, benefits, and other information specific to an individual department.

## 6. DAS RESPONSIBILITY: Persons with Disabilities

### FY 2009 Plan

DAS will provide leadership, technical assistance, and special programs to the departments to encourage commitment and action on the hiring and retention of persons with disabilities (PWD).

## Section III.

### **FY 2009 Progress**

DAS participated in the following committees in FY 2009:

#### ***Olmstead Consumer Task Force***

This task force functions within the Department of Human Services, Mental Health and Disability Services Division. It exists because of the 1999 Olmstead Supreme Court Decision that mandates the reduction in the levels of institutional care, supports peoples' return to their home communities, eliminates disparities in employment opportunities and pay, improves care delivery, and promotes research. The Director of DAS appointed a DAS employee from the Employment Services Bureau to this task force.

During FY 2010, appointed representatives of state departments will be expected, at the request of this Task Force, to take on a greater role by serving on sub-committees, assisting with and participating in sponsored events, and providing feedback on legislative initiatives.

#### ***Americans with Disabilities Act (ADA) Advisory Committee***

The ongoing ADA Advisory Committee functions within DAS. The focus of DAS's involvement is accessibility and parking accommodations for both the public and state workers with disabilities.

#### ***Commission of Persons with Disabilities***

The Commission of Persons with Disabilities operates within the Department of Human Rights, Division of Persons with Disabilities. The Commission meets on a quarterly basis and is attended by a representative of DAS as an Ex-Officio Member. The DAS representative participated in the development of the Commission's Strategic Workforce Plan.

#### ***Governor's Task Force on Dependent Adults with Mental Retardation***

Governor Culver issued Executive Order Number Eleven on February 17, 2009 creating a Task Force to examine and to report on the issues related to dependent adults with mental retardation as an effective method to better understand the magnitude of current practices and to effectuate cooperative solutions to the enforcement of applicable laws. The Task Force was required to submit a final report outlining its activities and recommendations for corrective action to the Governor's Office no later than April 1, 2009. Included in the final report was the creation of a new Task Force to further investigate issues, if needed, and to implement recommendations of the original Task Force.

## Section III.

A DAS representative will attend Task Force meetings to discuss the on-going implementation of changes in Iowa laws, regulations, policies and procedures related to the care and *employment* of dependent adults with mental retardation.

### ***Employer's Disability Resource Network (EDRN)***

EDRN is a collaborative group of state, federal and private partners working together to identify, develop and mobilize resources, supports and services that add value to Iowa businesses hiring persons with disabilities. Their services are free and their mission is to provide businesses and industries throughout Iowa with top-level support, information, and resources through their web portal. A DAS representative participated in the development of their website.

### **FY 2010 Plan**

DAS will continue to fully participate in these task forces and committees.

## **7. DAS RESPONSIBILITY: Diversity Council – Activities and Results for Implementation of Executive Order Number Four (EO4)**

### **FY 2009 Plan**

DAS will actively participate in and fully support the work of the Diversity Council and other activities to carry out the provisions of EO4.

### **FY 2009 Progress**

Over the course of the fiscal year, DAS engaged in these activities:

- Completed the *Diversity and Affirmative Action Plan and Report*.
- Began the process of completing hiring reviews for each department.
- Provided statewide diversity training.

### **FY 2010 Plan**

DAS will continue all the tasks that began in FY 2009.

## Section III.

### 8. DAS RESPONSIBILITY: Provide statewide diversity training.

#### **FY 2009 Plan**

DAS will develop and deliver mandatory diversity training courses for statewide delivery.

#### **FY 2009 Progress**

DAS will have delivered its half-day workshop, *Unleashing the Power of Diversity*, to more than 20,000 state employees by December 31, 2009 as required by EO4. To accomplish this, temporary trainers were added to staff, trained and sent across the state to deliver over 750 sessions. A spirit of appreciation and valuing a diverse workforce was at the core of the curriculum.

#### **FY 2009 Plan**

DAS will develop and deliver non-mandatory diversity and related training courses for statewide delivery.

#### **FY2009 Progress**

The following new diversity courses were offered during FY 2009 and 2010:

- *Unleashing the Power of Diversity* – a half-day workshop for all employees designed to raise appreciation of diversity and foster productive working environments.
- *Staying Ahead of the Game: Recruiting for the Best and the Brightest* – a 60-minute webinar that addresses the need for creating a talent pipeline in the down economy.

Other ongoing DAS course offerings include:

- *Americans with Disabilities, Equal Employment Opportunity, Affirmative Action and Preventing Sexual Harassment*
- *Diversity for Managers and Supervisors*
- *Managing Generational Differences at Work*
- *From Interview to Hire: The Successful Search for Talent*

For FY 2009, attendance at diversity-related DAS courses was 12,870; this is an increase of 11,427 over the FY 2008 attendance of 1,443. The increase was due to the training requirements in EO4. A breakdown of training attendance by department and class selection is shown on the charts on pages 189 - 190.

### Section III.

#### FY 2010 Plan

DAS will continue to provide and expand its diversity-related training for State of Iowa employees.

**Table 1 – FY 2009 All Mandatory and Non-Mandatory DAS Diversity-Related Training Participation by Department**

DEPARTMENTS	2009 Mandatory	2009 Elective	2008	2007	2006	2005
Administrative Services	474	22	73	26	9	5
Agriculture	30	3	17	1	2	3
Agriculture – Development Authority	4					
Agriculture & Land Stewardship	1					
Attorney General	1					
Auditor	1					
Blind	96	3	6	12	1	97
Board of Parole	8		2			
Civil Rights	24		4			
College Student Aid	44	6	8			
Commerce (Includes all Commerce Divisions)	286	9	42	4	34	136
Corrections	1804	61	58	25	69	53
Cultural Affairs	69		2			
Economic Development	162		6	26	2	2
Education	307		2	4	4	6
Education-Vocational Rehabilitation	280	8	19	2	4	0
Ethics & Campaign Disclosure Board	6					
Fair Board	8					
Finance Authority	80		17	79	1	1
Governor's Office	8					
Governor's Office of Drug Control Policy	9		2			
Health	433	33	69	32	33	7
Human Rights	64		2			
Human Services	2444	68	115	213	45	137
Inspections and Appeals	238	1	17	3	9	3
Iowa Communications Network	94	4	27	182	2	0
Iowa Department of Aging	37	2	10	2	2	0
Iowa Public Employees Retirement System	84	4	10	3	2	0
Iowa Public Television	122		2	0	0	2
Justice			1	0	0	2
Judicial		3	2			
Law Enforcement Academy	27		4			

### Section III.

Lottery	114		12	4	1	0
Management	28		4			
Natural Resources	608	106	130	141	93	134
Office of Energy Independence	7					
Public Defense	346	11	12	110	1	0
Public Safety	579		8	10	0	0
Rebuild Iowa	13					
Revenue	333	27	38	21	4	0
Secretary of State	7		2	0	1	2
Transportation	1532	106	564	393	519	366
Veterans Affairs	15					
Veterans Home	964	19	19	34	14	25
Workforce Development	547	27	131	34	353	26
Non-State Attendees	7	1	6	2	3	3
<b>TOTAL</b>	<b>12,346</b>	<b>524</b>	<b>1,443</b>	<b>1,363</b>	<b>1,208</b>	<b>1,010</b>

**Section III.**

**Table 2 – FY 2009 Diversity-Related Training Participation by DAS Class Selection**

<b>Class Selections</b>	<b>2009</b>	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>
Americans with Disabilities Act	50	69	166	69	
Beyond Diversity	0	38			
Building Inclusive Work Environment	N/A	17	17		
Combo--ADA\EEO\AA\PSH for Employees	102	248			
Diversity Awareness	37	20	24		
Diversity – Managers ( <i>Mandatory Training</i> )	2,019	168			
EEO/AA for Employees	0	118	73	342	
EEO/AA for Supervisors	58	94	180	107	85
From Interview to hire	122	254	Not Previously Tracked		
Managing Generational Differences at Work	10	50			
Preventing Sexual Harassment for Supervisors	58	108	175	117	180
Preventing Sexual Harassment for Employees	27	115	369	116	413
Sexual Harassment Awareness--Employee	31	24	23		
Valuing Diversity in the Workplace	29	120	289	457	201
What is Sexual Harassment?	N/A				13
What is the ADA?	N/A				103
Workplace Diversity	N/A				15
Creating a Welcoming Environment/Diversity	N/A		47		
Unleashing the Power of Diversity – Employee ( <i>Mandatory Training</i> )	10,327				
<b>TOTAL</b>	<b>12,870</b>	<b>1,443</b>	<b>1,363</b>	<b>1,208</b>	<b>1,010</b>

## APPENDICES

*The following four appendices are provided as reference material.*

- **Appendix A** – a copy of Governor Culver’s Executive Order Four (EO4).
- **Appendix B** – the Diversity Council’s report to the Governor on its progress.
- **Appendix C** – the State’s Affirmative Action Planning and Methodology.
- **Appendix D** – a glossary of terms.
- **Appendix E** – links to various resources.

APPENDIX A: EXECUTIVE ORDER FOUR (EO4)



IN THE NAME AND BY THE AUTHORITY OF THE STATE OF IOWA  
EXECUTIVE ORDER NUMBER FOUR

- WHEREAS,** it is a goal of this administration to achieve and maintain a diverse workforce in state government; and
- WHEREAS,** a “diverse workforce” includes employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, or disability; and
- WHEREAS,** it is a further goal of this administration to raise awareness of diversity issues among state employees; and
- WHEREAS,** the hiring practices of the executive branch and their effect on the state’s workforce have been the subject of recent study and administrative review; and
- WHEREAS,** Iowa Code section 19B.2 provides that it is the policy of this state to provide equal opportunity in employment to all persons, and to apply affirmative action measures to correct deficiencies in the state employment system where those remedies are appropriate; and
- WHEREAS,** Iowa Code section 19B.3(1)(a) requires the Department of Administrative Services (DAS), in carrying out its responsibility to administer and promote equal opportunity and affirmative action efforts in the recruitment, appointment, assignment, and advancement of personnel by all state agencies (except the state board of regents and the institutions under its jurisdiction), to designate a position as the state affirmative action administrator.

**NOW, THEREFORE, I,** Chester J. Culver, Governor of the State of Iowa, by the power vested in me by the laws and the constitution of the State of Iowa, do hereby order as follows:

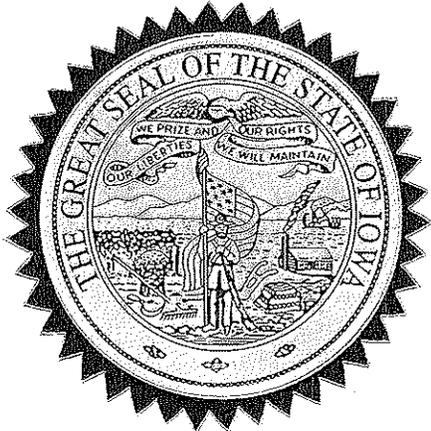
- I. All executive branch agencies shall implement such hiring and management practices that reflect the merit principles of Iowa Code sections 8A.411-.412 and that will enhance the diversity of the State’s workforce under Iowa Code chapter 19B. Each executive branch agency (not including Board of Regents) shall:
  - A. Assure uniform hiring practices are applied throughout the agency. A written summary of the agency’s hiring practices shall be submitted to the director of DAS for approval by February 1, 2008. In evaluating the hiring practices, the Department of Administrative Services-Human Resources Enterprise (DAS-HRE) shall use best practices models. The agency shall work with DAS-HRE to make any necessary changes to the agency’s hiring practices, and implement those changes.
  - B. Develop a recruitment and retention plan that includes a timetable and achievement milestones.
  - C. Work with Iowa Vocational Rehabilitation Services to determine ways to increase employment of persons with disabilities.
  - D. Submit a Diversity Plan to the Diversity Council created by this executive order annually no later than July 31, with the initial plan due on July 31, 2008. These plans shall be used by DAS to develop the State’s Affirmative Action Plan and Report, as required by Iowa Code section 19B.5(2). The Diversity Plan shall:

## APPENDIX A: EXECUTIVE ORDER FOUR (EO4)

1. provide information on the agency's hiring and promotion practices, outlining any changes to those practices during the reporting period;
  2. outline the steps taken by the agency to increase diversity in the department by recruiting and retaining a diverse workforce;
  3. outline the steps taken by the agency to train employees on diversity-related issues;
  4. outline how the agency intends to increase diversity among its staff in the next year, based upon the number of anticipated hiring opportunities and current workforce composition; and
  5. describe any other efforts undertaken by the agency during the reporting period to encourage workplace diversity and celebrate diversity.
- II. DAS, in consultation with the Iowa Civil Rights Commission and the Department of Human Rights, shall annually monitor the application of the screening methods used by state agencies, assess their impact on employee groups in the selection process and counsel departments with regard to selection processes that pose barriers to any applicant group. Where systems and methods to gather such selection data are inadequate, efforts to improve them shall be made.
- III. Diversity training shall be required on an annual basis for all state employees making hiring and promotion decisions within their respective agency, including agency directors and deputy directors. The training shall be provided or approved by DAS-HRE.
- IV. A DIVERSITY COUNCIL shall be created.
- A. Membership in the Council shall include:
1. The Governor, or the Governor's designee;
  2. Director of the Department of Administrative Services (DAS), or the director's designee;
  3. the DAS state affirmative action administrator;
  4. the DAS recruitment coordinator;
  5. the executive director of the Iowa Civil Rights Commission, or the executive director's designee;
  6. the director of the Department of Human Rights, or the director's designee;
  7. two additional representatives from the Executive Branch with experience in addressing diversity issues, appointed by the Governor;
  8. one representative from a collective bargaining unit that represents state employees in law enforcement, appointed by the Governor;
  9. one representative from a collective bargaining unit that represents state employees, appointed by the Governor;
  10. three members from the private sector with experience in addressing diversity issues, appointed by the Governor; and
  11. three members from non-profit organizations focusing on diversity issues, appointed by the Governor.
- Members from the private sector and non-profit organizations shall be appointed to three-year staggered terms.
- B. The Diversity Council shall:
1. Engage with private businesses and other governmental entities to recommend and actively promote best practices for optimizing diversity throughout state government.

## APPENDIX A: EXECUTIVE ORDER FOUR (EO4)

2. Review the state's policies, procedures and practices related to the hiring of a diverse workforce and recommend methods to insure these are implemented and followed throughout state government. The Council shall include this information in the annual report required in paragraph (5), below.
3. Develop a plan, including suggestions and a timeline for implementation and estimated costs, for training all state employees with respect to diversity. The plan shall be submitted to the Governor no later than March 31, 2008.
4. Develop a state-government referral system, whereby candidates who interview with one agency and are not hired, but may be a good candidate for another agency are referred to that agency for consideration. The system should be in place no later than December 1, 2008.
5. Submit a written report outlining its activities and progress to the Governor's Office no later than June 30 of each year. The first report is due no later than June 30, 2008.



IN TESTIMONY WHEREOF, I have hereunto subscribed my name and caused the Great Seal of Iowa to be affixed. Done at Des Moines this 26<sup>th</sup> day of October, in the year of our Lord two thousand seven.

CHESTER J. CULVER  
GOVERNOR

ATTEST:

MICHAEL A. MAURO  
SECRETARY OF STATE

**APPENDIX B.**

**Report to the Governor**

**Activities and Progress  
of the Diversity Council**

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**The Honorable Chester J. Culver**

**Governor of Iowa**

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**Submitted by the Diversity Council**

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**June 2009**

## Appendix B.

**TO:** The Honorable Chester J. Culver

**FROM:** The Diversity Council:  
*Chair Preston Daniels, Director, Department of Human Rights*  
*Co-Chair Renee Hardman, Senior VP-Human Resources, Bankers Trust*  
*Nancy Berggren, Chief Operating Officer, Department of Administrative Services – Human Resources Enterprise (DAS-HRE)*  
*Shirley Hicks, Teacher, Iowa School for the Deaf, Retired*  
*Reginald Jackson, Senior Counsel, Wells Fargo Bank, N.A.*  
*Robin Jenkins, Recruitment Coordinator, DAS-HRE*  
*Jim Larew, General Counsel and Policy Director, Governor's Office*  
*Miguel Moreno, Highway Technician, Department of Transportation*  
*Alba Perez, Diversity Development Director, Greater Des Moines Partnership*  
*Ralph Rosenberg, Director, Civil Rights Commission*  
*Jonathan Thorup, Fire Prevention Inspector, Department of Public Safety*  
*Miriam Tyson, Special Projects Manager, Department of Economic Development*  
*Dinh VanLo, Executive Director, Tai Village*  
*Ray Walton, Director, Department of Administrative Services*  
*Stephen Wooderson, Director, Iowa Vocational Rehabilitation Services*

**DATE:** June 30, 2009

**SUBJECT:** Report to the Governor on the Activities and Progress of the Diversity Council

### I. Introduction

Executive Order Four affirms the Culver/Judge Administration's commitment to diversity by establishing a Diversity Council, made up of individuals with expertise in diversity. One of the Council's charges is to submit a written report, outlining its activities and progress, to the Governor's Office no later than June 30 of each year. This report will outline the activities of the Council from July 1, 2008, to the present.

### II. Meeting Dates and Subcommittees

A. The Diversity Council has met on the following dates:

1. July 10, 2008
2. August 14, 2008
3. September 18, 2008
4. October 16, 2008
5. November 20, 2008
6. January 8, 2009
7. February 12, 2009
8. March 12, 2009
9. April 9, 2009
10. May 14, 2009
11. June 11, 2009

## Appendix B.

B. The Diversity Council created two new subcommittees during the past fiscal year:

1. Persons with Disabilities – formed on July 10, 2008, to determine ways to increase employment of persons with disabilities. Members include:
  - a. Nancy Berggren
  - b. Preston Daniels
  - c. Miguel Moreno
  - d. Stephen Wooderson
2. Public Forum Subcommittee – formed on August 14, 2008, to determine a mechanism for the Council to have a dialog with state employees and citizens of Iowa. Members include:
  - a. Reginald Jackson
  - b. Miriam Tyson
  - c. Volunteers from the community

C. The Diversity Council continued its work in the six subcommittees formed during Fiscal Year 2008:

1. Best Practices
  - a. Renee Hardman
  - b. Alba Perez
  - c. Walter Reed
  - d. Miriam Tyson
2. State's Hiring Policies and Practices
  - a. Nancy Berggren
  - b. Reginald Jackson
  - c. Miguel Moreno
  - d. Walter Reed
  - e. Miriam Tyson
  - f. Dinh VanLo
3. Diversity Training for Entire State Workforce
  - a. Jonathan Thorup
  - b. Miriam Tyson
  - c. Dinh VanLo
  - d. Stephen Wooderson
4. Referral System
  - a. Shirley Hicks
  - b. Robin Jenkins
  - c. Stephen Wooderson
5. Report to the Governor
  - a. Preston Daniels
  - b. Miriam Tyson

## Appendix B.

6. Diversity Plans
  - a. Preston Daniels
  - b. Renee Hardman
  - c. Robin Jenkins
  - d. Alba Perez
  - e. Ralph Rosenberg

### III. Key Charges (as Outlined in Executive Order Four) with Activities and Progress from July 1, 2008, to the Present

- A. *Engage with private businesses and other governmental entities to recommend and actively promote best practices for optimizing diversity throughout state government.*

The Best Practices Subcommittee organized two best practices presentations: one on August 14, 2008, by Renee Hardman, Senior Vice-President – Human Resources of Bankers Trust, and one on October 16, 2009, by Jacquie Easley, Director of Diversity Services at Mercy Medical Center. Renee Hardman stressed that the President and CEO of Bankers Trust believes that commitment to diversity starts at the top and works down throughout the organization. With this in mind, he developed many strategies to increase diversity at Bankers Trust. The Council discussed the possibility of implementing three of these strategies in state government:

- Require directors and division administrators to attend a certain number of diverse events each year, such as an NAACP banquet or a Hispanic festival.
- Place the requirement of “increasing diversity in your agency” as a performance standard for all directors.
- Require hiring managers to state in writing why the minority candidate was not hired for each underutilized class. (See recommendations.)

Just as the CEO at Bankers Trust believed that the commitment to diversity must start with him, Jacquie Easley stated that the CEO of Mercy Medical Center set the tone for diversity at Mercy. The Mercy CEO created a strong mission statement, describing the hospital’s values and diversity goals. He also created two diversity councils: one for executive leadership to set the tone and one for employees to plan a diversity awareness event each month. The Council discussed:

- Having a diversity mission statement for state government, possibly originating from the Governor’s Office.
- Creating a diversity council made up of state employees – or perhaps one diversity council for each state agency.

- B. *Review the State’s policies, procedures and practices related to the hiring of a diverse workforce and recommend methods to ensure these are implemented and followed throughout state government. The Council shall include information in the annual report....*

The Department of Administrative Services (DAS) established a series of questions for each department to answer regarding its hiring practices. Those materials were

## Appendix B.

submitted to DAS in February of 2008. After reviewing the materials, DAS staff had several questions regarding the answers provided by departments; therefore, DAS decided to interview each department about its hiring practices. When completed, DAS will meet with the Hiring Practices Subcommittee, which will report the findings to the Council and work to determine next steps.

- C. *Develop a plan, including suggestions and a timeline for implementation and estimated costs, for training all state employees with respect to diversity.*

The Council implemented diversity training, divided into two levels, for all employees in the Executive Branch of state government. The Council's Diversity Training Subcommittee reviewed the proposals of eight firms, each submitting a competitive bid during the RFP process, and chose Rizzo and Associates to conduct the first section of the training for managers and supervisors. Rizzo and Associates facilitated eight-hour training seminars for approximately 2,000 managers and supervisors. This training, which was provided at no cost to departments, began on June 23, 2008, and continued through December 2009. The Department of Administrative Services – Human Resources Enterprise (DAS-HRE) absorbed the cost of this training in its budget in the amount of \$165,000.

The second level of diversity training for all state employees – management and staff – began on March 9, 2009, and will continue through the end of the year. The Diversity Training Subcommittee and DAS hired nine trainers as temporary state employees to conduct diversity training courses for the entire state workforce, including managers and supervisors, at a cost to departments of \$9.85 per employee. Five internal DAS-HRE employees were also chosen to conduct training courses. Rizzo and Associates held train-the-trainer sessions on February 27 and March 3. Sessions began on March 9 for DAS employees and Diversity Council members, who provided feedback and comments on the training. The following week, diversity training was rolled out to all state agencies. By the end of the year, 750 individual 3.5-hour sessions will be completed.

The intent of the training is to build the business case, based on everything we know today and predict for tomorrow, that Iowa – and specifically state government – must realize the value of creating a diverse workforce and foster an inclusive environment. The design of the program is purposeful. The introductory exercises are important to build trust and rapport within the group. As an interactive, engaging learning experience, the program leads participants to understand a shared language, subconscious and learned biases, and real-life application case studies. Participants leave the training course with tools to help them address stereotypes in the workplace. The Council believes that real learning takes place when people connect with each other and understand why valuing diversity has a personal impact.

The Council also identified areas for on-going diversity training for state employees. First, a *Diversity Resource Guide*, with activities for managers, was distributed to every attendee of the managers and supervisors training. Second, DAS will be offering more diversity courses to compliment the four currently offered. Lastly, the DAS customer newsletter will continue to include a "Diversity Corner" section.

- D. *Develop a state-government referral system, whereby candidates who interview with one agency and are not hired, but may be a good candidate for another agency, are*

## Appendix B.

*referred to that agency for consideration. The system should be in place no later than December 1, 2008.*

The Referral System Subcommittee proposed to the entire Council that recruitment coordinators at the agency level recommend applicants to DAS, which would then use the BrassRing applicant tracking system to manage the list within DAS. After input from the Council, DAS implemented this program on June 24, 2009.

- E. *Submit a written report outlining its activities and progress to the Governor's Office no later than June 30 of each year.*

This document constitutes fulfillment of this charge.

- F. *Executive Order Four stipulates that all Executive Branch agencies will submit a Diversity Plan to the Diversity Council...annually no later than July 31, with the initial plan due on July 31, 2008. These plans shall be used by DAS to develop the State's Affirmative Action Plan and Report, as required by Iowa Code section 19B.5(2).*

Each Executive Branch department submitted a Diversity Plan to DAS by July 31, 2008. The Diversity Plan from each department was then used by DAS to write the State's annual Affirmative Action Plan and Report (Chapter 19B of the Code of Iowa requires that an annual state Affirmative Action Plan be completed by September 30 of each year). Again this year, departments will be submitting their Diversity Plans to DAS by July 31 and DAS will use them to write the 2009 Affirmative Action Plan and Report by September 30.

The Diversity Plans Subcommittee, along with a group of diversity-minded individuals selected from the community, reviewed the 2008 Diversity Plans. The Subcommittee wanted to learn what departments were doing with diversity and recruitment in order to get a baseline and some direction on how to proceed. Having reviewed all of the agency submissions, the Subcommittee is now compiling a list of best practices and formulating recommendations.

- G. *Executive Order Four stipulates that all Executive Branch agencies will work with Iowa Vocational Rehabilitation Services to determine ways to increase employment of persons with disabilities.*

On July 10, 2008, the Council formed the Persons with Disabilities Subcommittee to address this issue. The Subcommittee, which is using the work of Iowa Vocational Rehabilitation Services (IVRS) as a foundation upon which to build, also hopes to work with the Department for the Blind. Currently, IVRS is working with DAS on referrals of qualified candidates and retention of state employees with disabilities.

IVRS is also customizing training opportunities and internships for persons with disabilities. IVRS and the Department of Natural Resources (DNR) have partnered to employ lowans with disabilities. The benefits are threefold: trainees at DNR may learn job skills to help them attain employment; DNR may develop a potential pool of qualified applicants; and IVRS counselors may assess the trainees' job performance.

Moving forward, the Subcommittee would like to work with DAS to create training courses and resources to specifically address hiring and retaining persons with disabilities. The Subcommittee is also working with IVRS on a survey, which will be

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anonymous and voluntary, to determine how many persons with disabilities are currently working in state government.

### IV. Other Activities of the Diversity Council

- A. The Council oversees a website, located at [http://das.hre.iowa.gov/hre\\_diversity\\_council.html](http://das.hre.iowa.gov/hre_diversity_council.html), for the public to view:
  - 1. Biographical information on Council Members
  - 2. Meeting Dates
  - 3. Agendas
  - 4. Minutes
  - 5. Meeting Materials
  - 6. Activities and Progress
  - 7. Diversity Plans
  - 8. Affirmative Action Reports
  - 9. Diversity-Related Current Events
- B. The Council addresses public concerns during the “Public Comment” portion of each meeting (see addendum).
- C. The Council is planning a public forum to inform the general public and state employees about Executive Order Four and the Diversity Council’s goals, accomplishments and current projects.

### V. Recommendations

- A. Hiring processes across state government must be standardized for greater efficiency; therefore, the recruitment and selection process must be consistent with the DAS “Applicant Screening Manual.”
- B. Departments should strive to have a hiring pool of applicants of diverse background, i.e. disability, ethnicity, gender, and age. Justification must be made to the Director when a qualified candidate in an underutilized category is not hired.
- C. DAS must ensure next year’s Diversity Plans are specific in identifying methods that departments will use in expanding, when applicable, the diversity of their workforce.
- D. Department Directors’ performance evaluations should include a diversity component, which would reflect specific achievements in the areas of diversity recruitment, hiring, training, and retention.
- E. The Governor should commission DAS to review, evaluate, and make necessary changes to the current Affirmative Action Process within state government; including, refining the data used in the Affirmative Action Report.
- F. The Governor should consider hiring a Diversity Inclusion Officer – whose job description would be developed by DAS – or expand the role of the Affirmative Action Officer to include diversity initiatives.

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- G. The Governor should lead by example to build a strong statewide commitment to diversity and strengthen diversity efforts in all three branches of government. In so doing, the Governor should consider inviting a person from the Regents, the Judicial Branch, and the Legislative Branch to join the Diversity Council.
- H. Diversity training should be mandatory for employees in all three branches of government.
- I. DAS must provide a plan for ongoing training and methods for leadership, recruitment, and hiring to use in integrating diversity into their workplace; specifically:
  - 1. Provide a core of orientation courses for new managers.
  - 2. Provide follow-up training/reviews for new managers.
- J. DAS should establish a training curriculum directed toward improving interview skills for current state employees, who are seeking professional development, promotions, or new positions within the State.
- K. DAS should establish a training curriculum for hiring managers on how to be mindful of cultural differences when conducting interviews.

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### ADDENDUM

#### SUGGESTIONS FROM PUBLIC COMMENT PORTION OF DIVERSITY COUNCIL MEETINGS JULY 10, 2008 – APRIL 9, 2009

1. Employees should be allowed to attend Diversity Council meetings on state time. (Currently, state employees who are not directly involved with the Diversity Council must use vacation time to attend the meetings.)
2. Currently, performance evaluations are “top-down,” meaning supervisors evaluate staff; staff should have the opportunity to evaluate supervisors.
3. Retention is not a good indicator of progress, because the State can have a “bad” employee for many years.
4. The State should institute a formal, standardized internship/mentoring program.
5. In matters of racial diversity, it matters *where* employees work; are people of color in important decision-making roles?
6. The State needs to focus on how it responds to gender issues.
7. Due to a potential state hiring freeze, the Council should focus on retention.
8. The Council should devise a way to add interns to the Referral System.
9. The Governor should meet with Directors personally to discuss diversity goals.
10. The Council should examine “at-will” positions, as they lend themselves to discrimination.

## **Appendix C.**

### **AFFIRMATIVE ACTION PLANNING AND METHODOLOGY**

#### **Overview**

Iowa Code section 19B.5 (2) requires each state agency to annually prepare an affirmative action plan and to submit those plans to the Iowa Department of Administrative Services (DAS). DAS is authorized to oversee the attainment of affirmative action goals and timetables by all state agencies and submit a report on the condition of Affirmative Action, diversity, and multicultural programs in state agencies by September 30 of each year to the Governor and the General Assembly.

Additionally, Iowa Code section 19B.7(1) authorizes the Iowa Department of Management to impose appropriate sanctions on individual state agencies in order to ensure compliance with state programs, emphasizing equal opportunity through Affirmative Action, contract compliance policies, and requirements for procurement goals for targeted small businesses.

The annual Affirmative Action Report includes a compilation of the individual departments' workforce change, fiscal year numerical and qualitative goals' achievement, and the new fiscal year underutilization and goals. The report also summarizes the State's overall affirmative action program, citing strengths and areas needing improvement. The basic requirements for departmental affirmative action plans and annual reports are found in the DAS administrative rules at the following website: [http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter\\_11\\_68](http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter_11_68).

These requirements follow the general standards outlined in the Equal Employment Opportunity Commission's (EEOC) "Guidelines on Affirmative Action Appropriate Under Title VII of the Civil Rights Act of 1964," as amended, 44 CFR 4422 (November 21, 1991), 29 CFR 1608.

#### **Calculating Underutilization**

Affirmative Action is defined in Iowa Code Section 19B.1 as "action appropriate to overcome the effects of past or present practices, policies, or other barriers to equal employment opportunity." The U.S. Supreme Court recognizes at least two permissible situations for employers to implement voluntary Affirmative Action: (1) to remedy a clear and convincing history of past discrimination by the employer or union, and (2) to cure a manifest imbalance in the employer's workforce.

Because employers must substantiate compelling conditions of disparity in their workplace to justify the use of race and sex as factors in the selection process, the State of Iowa Affirmative Action Program differentiates between the degrees of underutilization in its workplace. It does so by utilizing two types of affirmative action measures. The first is preferential (remedial) Affirmative Action or numerical goals. Preferential Affirmative Action permits numerical goals to be set that consider race and sex as factors in the selection process. The second is non-preferential Affirmative Action. This refers to actions taken by an employer to prevent and eliminate

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discrimination by concerted proactive programs such as recruitment, training, and other activities that will create a more welcoming work place. Non-preferential methods result in system improvements that are more enduring than isolated affirmative action hires.

### Numerical (Quantitative) Underutilization Analysis

A key element of the planning and reporting process involves the comparison of the composition of the workforce to the availability of females, minorities and persons with disabilities within the qualified and relevant labor market pool. The affirmative action planning process involves the following steps:

- a) The quantitative underutilization analysis compares the State's end-of-fiscal-year workforce composition to the relevant labor force data, i.e., the 2000 Census labor force for Iowa. Relevant labor force data narrowly tailors the analysis of the workforce to census labor force data by occupational area, EEO-4 categories, and statewide or local labor force.

The groupings used to categorize the workforce into EEO-4 job categories are based on recommendations from the Equal Employment Opportunity Commission (EEOC). These categories were revised with the release of the 2000 Census and are as follows:

01 Official/Administrator	02 Professional
03 Technician	04 Protective Service: Sworn
05 Protective Service: Non-Sworn	06 Administrative Support
07 Skilled Craft	08 Service/Maintenance

Note: the State does not use category five. All Protective Service job classes of the State are in category four, as advised by the EEOC.

Each state job title is assigned to an Occupational Code that links to the census counts for that occupational area by race, sex and geographic area. The Occupational Codes are in turn assigned by the EEOC to the broader EEO-4 Categories that are seen in our reports.

- b) Underutilization exists when females, minorities and persons with disabilities are less than the relevant labor force representation for these groups. For example, a department with 100 employees in its Professional EEO category that also includes 4 minorities would have a representation of 4% minorities. If the labor force showed a representation for that category of 6%, the difference of 2% (6%-4%) or 2 minorities is referred to as underutilization.
- c) Following this determination of general underutilization, a second calculation is undertaken to assess whether the amount of underutilization is significant enough to require numeric goals (manifest imbalance). Where the underutilization varies by more than one standard deviation from the norm, numerical goals to correct the underutilization are deemed legally appropriate. Numeric hiring goals will be required where manifest imbalance has been

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identified by this method. For underutilization that does not meet these standards, qualitative methods will be used to correct the imbalance.

- d) Hiring goals are determined by first projecting the number of hires that will occur during the plan period. The hiring goal should then be set so that the goal-to-hire projection ratio is at least equivalent to the labor market representation of the underutilized groups. The projected hires are multiplied by the rate of the underutilized group in the labor force. For example, 10 hires are projected and the labor force availability in the female underutilized group is 50%. A hiring goal of at least 5 females would be expected (50% of 10 hires).

For FY 2010, the departments are asked to review their remaining total underutilization at the end of FY 2009 and determine which job classes present likely hiring opportunities in FY 2010. This will help the department to anticipate the recruitment strategy for those job classes.

- e) For persons with disabilities, the labor force availability rate is 11.8% and is calculated based on the 2000 statewide labor force Census, ages 16-64. Unlike racial and gender groups, persons with disabilities are not divided into EEO-4 categories and goals are set based on the total workforce of each department.

### **Numerical (Quantitative) Analysis by Geographic Area**

Once remedial underutilization is identified, a strategy is required to narrowly apply this information to targeted underutilization throughout the state. Census tables divide the state into 34 County Sets. Each County Set represents a geographic cluster of counties for which U.S. labor force census data is available.

The State uses focused geographical census data to calculate underutilization for localized labor markets below pay grade 21. At pay grades below 21, it is more likely that the local labor force will be represented in the application pool.

Pay grade 21 and above is generally recognized in state employment as the entry point for professional level job classes. It is more likely that the applicant pool will come from beyond the available local labor force.

### **Policy, Practice, and Procedure (Qualitative) Analysis and Goals**

This program requires that departments conduct a qualitative analysis that identifies the policies, practices or procedures that contribute to the numerical imbalances. This analysis is designed to improve recruitment, selection, retention and training factors affecting equal employment opportunity and to set goals for how these actions will be implemented. DAS requires that the agencies review and report the results and adjustments to these measures each year in their individual reports.

### **Affirmative Action Calendar**

The following Affirmative Action calendar is followed by the State of Iowa:

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- At the end of the fiscal year workforce composition data is summarized to document the annual progress for the annual report.
- June – July The Diversity and Affirmative Action Plan and previous year progress report request is sent to the departments as part of the Workforce Plan with a July 31<sup>st</sup> due date. The departments are asked to review the fourth quarter of previous fiscal year underutilization tracking report and job class underutilization list to complete the request and establish goals.
- September – The annual Diversity/Affirmative Action Summary is published and distributed to the Governor and General Assembly. It details the progress the departments made in the previous fiscal year, and their plans for the current fiscal year.
- October - End of First Quarter DAS Affirmative Action Progress Report is issued to the agencies to help them monitor their progress throughout the year.
- January - End of Second Quarter DAS Affirmative Action Progress Report is issued.
- April - End of Third Quarter DAS Affirmative Action Progress Report is issued.

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### **GLOSSARY**

#### **Accessibility**

Accessibility for persons with disabilities requires a barrier-free environment in which the mobility of physically disabled persons is not inhibited by external barriers such as architectural design. This includes entrances into buildings, elevators, restrooms, water fountains, cafeterias, and conference rooms and office equipment.

#### **Affirmative Action**

Actions appropriate to overcome the effects of past or present practices, policies, or other barriers to equal employment opportunity (Iowa Code Section 19B.1).

#### **Availability**

The availability of minorities or females for a job group means the percentage of minorities or females among persons in the relevant labor area having the requisite qualifications to perform the positions included in the job group. The availability of persons with disabilities means the percentage of persons with disabilities among persons the statewide labor area (11.8%). Availability figures are used in determining whether underutilization exists, and where a goal is established, in determining the level of the goal. *(Adapted from the Glossary of Equal Opportunity/ Affirmative Action Terms, Mary Jane Sinclair, and SPHR. SHRM White Paper.)*

#### **Balanced Workforce**

A workforce that has women, racial/ethnic minorities and persons with disabilities represented in all job groups and salary ranges at approximately the same rate as their representation in the wider labor force, as reflected by availability.

#### **Disability**

A Disability is a physical or mental impairment, which substantially limits one or more major life activities, a record of having such an impairment, or being perceived as having such impairment.

#### **Diversity**

Diversity refers to any perceived difference among people. According to Roosevelt Thomas, Executive Director of the Institute for Managing, managing diversity is a complex process for developing an environment that works for all employees. Ann Morrison in *New Leaders: Guidelines on Leadership Diversity in America* has defined diversity on four levels:

- Diversity as racial/ethnic and gender balance
- Diversity as understanding of other cultures
- Diversity as culturally divergent values
- Diversity as broadly inclusive

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The key to an organization initiating diversity as a managerial process is to clarify the organization's diversity objectives and to incorporate the objectives into its strategic plan.

### **Equal Employment Opportunity**

A system of practices that guarantees, by law, the same employment opportunity to all individuals regardless of their gender, creed, race, color, religion, national origin, age or physical or mental disabilities.

### **Goal**

An annual target for the placement of protected class members in job groups underutilized for that class. Goals are not rigid and inflexible quotas. They must be targets reasonably attainable through good faith effort and must not cause any group of applicants to be excluded from the hiring process.

### **Manifest Imbalance**

Manifest imbalance occurs when the representation of protected groups in specific occupational groupings in the workforce is substantially below its representation in the relevant labor market. Numerical Goals can only be used as an affirmative action remedy for those job groupings that are identified as substantially underutilized.

### **Olmstead Plan**

The Governor's Executive Order 27 directs state agencies to undertake steps to identify and address barriers to community-living for individuals with disabilities and long-term illness in Iowa. The Executive Order identified DAS (including the former Department of General Services) among state agencies to participate in the initiative to identify barriers to community-living in state government for persons with disabilities. The "Olmstead decision" resulted from the U.S. Supreme Court decision, *Olmstead v. L.C.*, 527 U.S. 581 (1999), and interpreted Title II of the ADA to require "States to place qualified individuals with disabilities in community settings, rather than in institutions, whenever treatment professionals determine that such placement is appropriate, the affected persons do not oppose such placement, and the State can reasonably accommodate the placement...."

### **Preferential and Non-preferential**

Preferential (remedial) Affirmative Action permits numerical hiring goals that consider race and gender as factors in the selection process. Non-preferential (non-remedial) Affirmative Action results in active efforts by an employer to prevent discrimination by concerted proactive programs but not by setting numerical goals. Non-preferential policies, practices, and procedures result in system improvements and are more enduring than isolated affirmative action hires.

### **Protected Groups (or Classes)**

All employees regardless of racial/ethnic, gender, disability status or age groups are regarded as "protected groups" under equal employment opportunity laws. Those groups for which Affirmative Action remedies or EEO compliance are appropriate are

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those groups of employees, former employees or applicants who have experienced and/or continue to experience the loss of employment opportunities or benefits due to discriminatory practices or policies of the employer.

### Racial/Ethnic Categories

**Black, (not of Hispanic Origin):** A person having origins in any of the Black racial groups of Africa.

**Hispanic:** A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

**Asian or Pacific Islander:** A person having origins in any of the original people of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.

**American Indian or Alaskan Native:** A person having origins in any of the original people of North America who maintain cultural identification through tribal affiliation or community recognition.

**White, Not of Hispanic Origin:** A person having origins in any of the original people of Europe, North Africa, or the Middle East.

**Multiple Races:** Two or more races; persons who identify with more than one of the above five races.

*Source: EEOC Form 164, State and Local Government Information, (EEO-4)*

### Reasonable Accommodation

The ADA does not define “reasonable accommodation.” Equal Employment Opportunity Commission (EEOC) regulations define “reasonable accommodations” as modifications or adjustments to the application process, work environment, or manner or circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to be considered for a desired position, perform the essential functions of a position, or enjoy equal benefits and privileges of employment to other similarly-situated employees without disabilities [29 C.F.R. § 1630.2(o)(1) (1999)]. EEOC interpretive guidelines define “reasonable accommodation” as any change in the work environment or in the way things are usually done that results in equal employment opportunities for an individual with a disability [29 C.F.R. Pt. 1630, App. §1630.2(o) (1999)].

### Relevant Labor Force or Market

The relevant labor force or labor market is the geographic area from which an employer obtains a large portion of its workforce for a given occupational group.

### Remedial and Non-remedial Underutilization

Executive branch departments are required to participate in the State’s Affirmative Action Plan and address all areas of underutilization with appropriate goals. Underutilized areas of manifest imbalance require both remedial (numeric) goals for balancing the State’s workforce within that department and non-remedial goals, i.e., any methods in addition to affirmative action hires designed to balance the department’s workforce.

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### Qualitative Utilization Analysis

A qualitative utilization analysis shows whether and where an agency's employment policies and practices do or tend to exclude, disadvantage, restrict or adversely affect employees based on their age, sex, disability, and racial/ethnic status. It should also show whether and where effects of prior illegal discrimination are left uncorrected. The analysis may include, but is not be limited to, the following areas:

- Recruitment efforts and methods.
- Applicant flow characteristics study.
- Interview, selection, appointment, and placement policies and practices.
- Policies and practices affecting transfers, promotions, and reallocations.
- Selection of employees for training.
- Policies and practices in demotion, discipline, termination, and reduction in force.
- Laws, policies, and practices external to the agency that discourage effective results in Affirmative Action.

### Quantitative Utilization Analysis

A quantitative utilization analysis compares the employer's workforce with the relevant labor force in order to calculate the numerical and percentile of under representation in the agency's workforce, if any, by racial/ethnic minorities, gender and disability.

[Adapted from IAC 11—68.3(2) (19B)]

A quantitative analysis determines the appropriate numerical hiring goals to set for preferential underutilization, i.e., underutilization that is statistically significant and indicative of manifest imbalance in the workforce.

### Underutilization

The condition that results when there are fewer women, racial/ethnic minorities, or persons with disabilities with requisite skills in a particular job category/group than would reasonably be expected by their availability in the relevant labor market for which an organization recruits.

## **Appendix E. RESOURCES**

DAS has identified the following list of websites as resources to help interested parties to learn more about the State's diversity related programs, DAS resources, and the executive branch departments.

### **State of Iowa Home Page**

<http://www.iowa.gov/state/main/index.html>

### **Diversity Council**

[http://das.hre.iowa.gov/hre\\_diversity\\_council.html](http://das.hre.iowa.gov/hre_diversity_council.html)

### **Affirmative Action and Recruitment:**

[http://das.hre.iowa.gov/documents/aaeeo/hr\\_program\\_standards.pdf](http://das.hre.iowa.gov/documents/aaeeo/hr_program_standards.pdf)

<http://das.hre.iowa.gov/documents/aaeeo/strategies.pdf>

[http://das.hre.iowa.gov/documents/aaeeo/low\\_cost\\_recruitment\\_stratagies.pdf](http://das.hre.iowa.gov/documents/aaeeo/low_cost_recruitment_stratagies.pdf)

### **Workforce Planning:**

[http://das.hre.iowa.gov/wp\\_home.html](http://das.hre.iowa.gov/wp_home.html)

### **Managers and Supervisors Manual:**

[http://das.hre.iowa.gov/ms\\_manual.html](http://das.hre.iowa.gov/ms_manual.html)

### **State of Iowa Jobs Page:**

[http://das.hre.iowa.gov/state\\_jobs.html](http://das.hre.iowa.gov/state_jobs.html)

### **Applicant Screening Manual:**

[http://das.hre.iowa.gov/documents/publications/applicant\\_screening\\_manual.pdf](http://das.hre.iowa.gov/documents/publications/applicant_screening_manual.pdf)

### **Training Resources:**

<http://das.hre.iowa.gov/LearnAtPDS/traininghome.htm>